

Australia	Sch. 22	Indonesia	Rp 3,200	Portugal	Esc 100
Bahrain	Dh 0.400	Israel	NS 3.50	S. Arabia	Ri 6.00
Belgium	Bfr 48	Italy	L 1,600	Singapore	S\$ 1.00
Canada	C\$ 1.00	Japan	¥ 100	Sri Lanka	Rp 30
Ceylon	C\$ 1.00	Malaysia	RM 1.00	Sudan	S\$ 1.00
Denmark	Dkr 6.50	Norway	Nkr 1.00	Switzerland	Sfr 2.20
Egypt	E£ 2.25	Peru	S 3.00	Taiwan	NT 300
Finland	Fmk 7.00	Spain	Ptas 166.67	Thailand	Bt 50
France	Ffr 6.50	Sweden	Skr 4.60	Turkey	Lira 1.00
Germany	DM 2.20	Switzerland	Sfr 2.20	U.S.A.	Doll 1.00
Greece	Dr 100	U.S.A.	Doll 1.00		
Hong Kong	HK\$ 1.00				
India	Rs 15				

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 30,283

Monday July 13 1987

D 8523 A

Pentagon Inc:
penetrating
the thicket, Page 14

World News

Business Summary

Newspaper in UK court over spy memoirs

The Sunday Times newspaper faces criminal contempt of court proceedings by Britain's Attorney General Sir Patrick Mayhew in the London High Court today over an article about former Secret Service spy Peter Wright.

The paper yesterday published what it claimed were extracts from Wright's memoirs, which the Government has prevented from being published in Britain.

Sir Patrick is acting on his own behalf, not that of the British Government. Page 16

Tamils in Canada

A group of refugees, believed to be 157 Tamils, landed in southern Nova Scotia on Canada's Atlantic coast, eluding police who had been hunting for the ship that landed them.

IRA murder in Ulster

The Irish Republican Army claimed responsibility for shooting a man dead on the eve of major Protestant rallies marking 17th century victories over the Catholics.

Priests' hunger strike

Twenty two South Korean clergymen completed the second day of a hunger strike in Seoul's Anglican cathedral in protest against police storming the building last week to remove anti-Government protesters. Government reshuffle likely. Page 4

S. African unrest

A threat of major unrest in South Africa loomed after union officials said that about 80,000 metalworkers had voted overwhelmingly in favour of a strike. Page 4

Philippines deaths

At least 59 people were believed to have died when an inter-island ferry split in two and sank in heavy seas in the central Philippines.

Tension in Panama

There was tension in Panama following two days of protests calling for the ousting of Panama's military chief and ruler, General Manuel Antonio Noriega.

Politicians injured

Three senior Bangladeshi politicians taking part in a protest march during a 24 hour general strike were injured when they were attacked by riot police.

EC farm talks

European Community agricultural ministers meet in Luxembourg today to study an emergency scheme to raise extra money for farm subsidies.

Stay at home Turks

The 51m population of Turkey was forced by law to stay home while officials went from door to door drawing up a new electoral roll before a referendum scheduled for September 6.

Terrorist hunted

A Basque separatist leader suspected of planning a terrorist attack on the Tour de France cycling race was being hunted by French police.

Nazi defence feud

The Israeli court trying alleged Nazi war criminal John Demjanjuk will hold a special session on Wednesday after the apparent dismissal of his chief counsel.

Power plant contest

The marathon contest between international consortia bidding to build coal-fired power plants in Turkey on a franchise basis now looks likely to drag on until at least the end of August. Page 4

Win for Mansell

Britain's Nigel Mansell won the British Grand Prix from Williams teammate, Brazilian Nelson Piquet, after overtaking him on the third lap from home.

Brazil plans new 5-year economic strategy

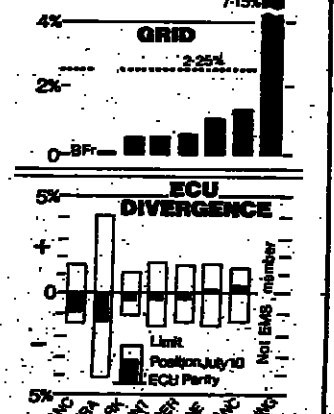
BRASILIAN Government is studying a new economic plan setting specific targets for the country's growth, public sector deficit, trade surpluses and investments over the coming five years.

The so-called Macroeconomic Control Plan, drawn up after lengthy consultations by Finance Minister Mr Luiz Carlos Bresser Pereira, is intended to form the basis for the country's negotiations with foreign creditors on the rescheduling of its \$113bn debt. Page 16

EUROPEAN Monetary System: EMS currencies traded quietly for most of the week. The dollar finished stronger against the D-Mark and the subdued nature of the market allowed the Belgian franc to make a further modest reduction in short-term Treasury bill rates. Most currencies finished a little lower than last week in relation to their central rates, partly as a reflection of sterling's stronger performance.

Although the pound does not participate in the exchange rate mechanism, it is used to calculate Ecu values and its performance has an influence on full member currencies.

EMS July 10, 1987



The chart shows the two constraints on European Monetary System exchange rates. The upper grid, based on the weakest currency in the system, defines the cross rates from which no currency (except the lira) may move more than 2 1/4 per cent. The lower chart gives each currency's divergence from its 'central rate' against the European Currency Unit (Ecu).

EUROPEAN Community agricultural ministers will today consider plans to bridge the 4.5 bn (\$4.5 bn) gap between farm spending commitments and current year revenues. Page 2

BEIGIAN government has approved scheme for the private control of Brussels international airport through a new company to be floated on the stock exchange. Page 19

PETRO-CANADA, Canadian national oil company, will be privatised through a public share offer to the public although it has not yet been decided whether to make the offer available to foreign investors. Page 19

GOLDER THOMA & Cressley, private US venture capital fund manager, plans to raise \$50m of a new \$150m to \$200m fund in order to finance other financial markets outside the US. Page 19

SOLTAM, leading Israeli manufacturer of field artillery and ordnance, is to close temporarily from this week. Page 17

ALCOA, world's largest aluminium, will take a second-quarter after tax charge of \$165.7m, the bulk of which relates to the closure of refining plant over the next two years. Page 17

ELI LILLY, US pharmaceuticals group which last week offered compensation to some UK sufferers from effects of its Opren anti-arthritis drug, boosted interim net earnings 18.1 per cent to \$355.5m, or \$2.42 per share compared with \$2.07. Page 19

FEE income of top UK accountancy firms surged by average 25 per cent during past year, according to a Financial Times survey. Page 8

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Fear of attacks in Gulf threatens to put up oil prices

BY LUCY KELLAWAY IN LONDON

OIL MARKETS are set for a critical week as the first Kuwaiti tankers under American flags are expected to pass through the Gulf.

Anxiety over rising tension in the region last week pushed up oil prices by about 60 cents to their highest levels since January last year, with West Texas Intermediate crude on Friday trading as high as \$21.31 a barrel. Traders are worried that any attempt by Iran to attack the Kuwaiti tankers could send oil prices up by several dollars a barrel.

According to Mr Mehdi Varzi, oil analyst at Kleinwort Greaveson, there is a substantial risk of further escalation between the US and Iran - and that could have a very large impact on the price of oil.

However, others said that the market was overreacting to the danger of conflict in the Gulf, which according to some has pushed oil prices up by more than \$1 compared to levels justified by the present balance between oil demand and supply.

Oil markets in London and New York have diverged in their relative assessments of the risk of an attack. Over the last two weeks the rise of West Texas Intermediate has outstripped that of Brent crude oil, with the former standing on Friday at about \$1.60 a barrel. This compares to a more usual difference of less than \$1.

Mr Charles Maxwell of Cyrus J Lawrence said that there were other reasons for prices to remain strong in the immediate future. Oil companies in the US and in Western Europe were building up stocks heavily following a sharp rundown earlier this year, he said.

Traders noted prices were also being supported in the aftermath to the successful meeting of the Organisation of Petroleum Exporting Countries a fortnight ago, in which quotas for the fourth quarter of the year were cut from 18.3m barrels a day to 16.6m barrels.

Some analysts argued, however, that the price rise would put members under increasing pressure to exceed their production ceilings. The extent of cheating by Opec is thought to be increasing, with production estimated at 17.4m barrels a day, compared to a ceiling of 15.8m b/d. Current output is thought to be about 17.6m b/d.

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Airbus group under more pressure to co-operate in US

BY DAVID MARSH IN BONN

THE EUROPEAN Airbus airliner manufacturing group is coming under increasing pressure from the West German Government to agree co-operation with McDonnell Douglas of the US to help head off threatened American protectionism in the international airliner business.

Representatives of Airbus Industrie, the four-nation consortium backed by aerospace companies and governments in France, West Germany, Britain and Spain, have restarted exploratory talks with McDonnell Douglas during the last month, according to officials close to Airbus in both West Germany and France.

The two sides are still a long way from agreement on any possible joint ventures, but the latest talks represent a significant new twist in a complex saga of contacts over the past 18 months between Airbus and McDonnell Douglas, which are both struggling a long way behind Boeing, the world's dominant manufacturer.

The West German Economics Ministry, which is formally responsible for West German participation in the Airbus programme, has grown increasingly concerned both about the rising cost of Airbus subsidies and about intensifying anti-Airbus sentiment in the US.

Both problems could be made less acute, the Economics Ministry believes, through the move to part of a die by form of link-up with McDonnell Douglas, including the possibility of joint production in the US.

Talks between the US and the Europeans under the auspices of the General Agreement on Tariffs and Trade (GATT) have failed to defuse US allegations of unfair subsidies for Airbus.

Amid the general build-up of protectionist pressure in the US Congress, Bonn is taking seriously threats that countervailing duties could be introduced against Airbus aircraft exports.

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R-R planning new big-thrust engine

Rolls-Royce, Britain's recently privatised aero-engine manufacturer, is close to going ahead with developing a new version of its big-thrust engine in competition with its US rivals General Electric and Pratt & Whitney, writes Michael Donne in London.

Development cost

OVERSEAS NEWS

Stalinism still alive in Russia, says writer

A SENIOR Soviet writer and parliamentarian known to have the respect of Kremlin leader Mikhail Gorbachev was yesterday quoted as saying Stalinism had brought tremendous harm to Soviet society and was still alive, Reuter reports from Moscow.

Mr Chinghiz Aitmatov said in an interview with the Soviet weekly, Ogonyok, that public services from housing and health to air transport were in a dismal state and a major ecological disaster was under way in Central Asia.

Despite the advent of "glasnost" or openness, analysts said the interview was one of the most devastating portrayals of the state of the country yet to appear.

They said Mr Aitmatov's views were of special interest because of his association with reformers around Mr Gorbachev and his record as a semi-official figure untainted by political dissidence.

Mr Aitmatov, whose father was executed during Joseph Stalin's purges of the 1930s, said many people still do not understand what tremendous harm the Stalin personality cult did to Soviet society.

"We have been too long ensnared by the authoritarian regime created by Stalin, and only now... have we begun to free ourselves from being slaves of the personality cult," he said.

"Only today is our society really beginning to overcome the heavy burden left by that dark epoch. And it is at some cost. Because there are still many adherents of the past around today."

Mr Aitmatov said the state airline Aeroflot, criticism of which he said had been taboo for years, could be forced to improve only if a competing domestic airline was set up.

Urban transport now totally failed to cope with demands put on it.

Housing was badly built, with "mistakes and stupidities" introduced at the design stage, made worse by poor workmanship. Apartment blocks were turned into "multi-storey barracks" by their indifferent inhabitants.

Mr Aitmatov said over-intensive cotton growing in Central Asia had caused "a major ecological catastrophe" in the region of the Aral, one of the world's largest inland seas.

Senate poised to complete trade bill

BY STEWART FLEMING, US EDITOR, IN WASHINGTON

THE US Senate is expected to complete work this week on legislation for a far-reaching reform of US trade laws, but the White House is still warning that President Reagan may veto a bill which has been a top priority of the Democratic Party on Capitol Hill.

The next stage in the congressional debate will be for a conference committee of the Senate and the House of Representatives to work out a compromise version of the proposed law. The House has already approved a trade reform package.

On Friday, with the conference committee clearly in mind, the Senate passed overwhelmingly by a vote of 87-7 a proposal which would require the president to determine whether a US trading partner has "a consistent pattern of trade barriers." If so, the Administration would have to identify the most important barriers and then negotiate with the country concerned to reduce them.

The Senate proposal is seen as a move to provide a more moderate alternative to the controversial Gephardt amendment contained in the recently-passed House bill which was sponsored by Rep Richard Gephardt, one of the Democratic candidates for President.

It calls for presidential action to persuade countries with large trade surpluses to reduce them and has been portrayed as one of the most protectionist proposals in the bill.

Under the Senate provision countries such as Japan which might be identified as maintaining a pattern of unfair trade barriers would be given until 1991 to agree to roll back the barriers or face retaliation in the form of tariffs, quotas and demands for compensation.

With the Senate close to completing action on its bill Mr Gephardt's amendment, the White House spokesman, claimed that in the past week the legislators took a "hard turn in the wrong direction" in their deliberations. The White House has been particularly worried by a provision passed on Thursday calling for companies to give employees and their communities 60 days' notice of mass layoffs involving more than 50 employees or one third of the work force in a 90-day period.

nothing at all," the Christian Democrat leader declared after an emergency meeting of his party executive.

Among compromise solutions, other than the naming of such as Mr Andreotti, who is acceptable to the Socialists, there is the idea that Mr Cossiga might assign Mr de Mita an "exploratory mandate" rather than designate him prime minister immediately.

The prospect of a continuing stalemate could lead eventually to the creation of an "institutional" government, possibly led by Mr Giovanni Spadolini, the Republican who has just been elected president of the Senate.

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The result of the latest impasse is that prospects for the rapid formation of a new government are dimmer than ever.

In a response to Mr Craxi's statement on Saturday that "neither I nor de Mita is the right man for the job," the latter angrily reaffirmed his claim to the premiership. "Craxi has no right to reject me. His comments change

nothing at all," the Christian Democrat leader declared after an emergency meeting of his party executive.

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Bonn, Paris to discuss helicopter's rising costs

By David Marsh in Bonn

THE West German and French governments this week are expected to discuss the rising costs of a joint anti-tank helicopter planned by the two countries. The expense is causing increased concern in both Bonn and Paris.

Mr Manfred Woerner, the West German Defence Minister, and Mr Andre Girard, his French counterpart, will hold three days of talks in Paris starting on Wednesday in Paris, followed by visits to the three sections of the French armed forces.

Mr Woerner wants to make a decision by the end of the month on going ahead firmly with the joint PAH-2 battlefield helicopter which has been at the planning stage since 1984.

Mr Girard in recent months has consistently voiced concern over the massive cost overrun of the PAH-2. This is now scheduled to cost twice as much as planned, with development costs to be borne by the two countries running at about DM 4bn (£1.35bn). In addition, each helicopter will cost about DM 25m to buy.

The cost explosion has sparked off increasing parliamentary criticism in Bonn and has added to the already considerable financial pressures on the West German defence budget. But in view of the two countries' efforts to intensify military co-operation, officials say West Germany could not accept the political consequences of abandoning the project.

Mr Woerner and Mr Girard will also be discussing proposals put forward by Mr Helmut Kohl, the West German Chancellor, for a joint Franco-German military unit.

Mr Woerner has welcomed the idea in principle but pointed to practical difficulties in aligning the countries' defence strategies. In particular, Mr Woerner is anxious to avoid the impression that greater links with France could substitute for West Germany's security relationship with the US.

EC farm ministers consider accounting deal to fund CAP

By QUENTIN PIER, IN LUXEMBOURG

A SKEWED accounting deal to fill the yawning Ecu 4.3bn gap between European Community farm spending commitments, and available revenues in the current year, will be proposed to the 12 Agriculture Ministers in Luxembourg today.

The essence of the plan is simply to delay repayments by Brussels of farm spending made in the individual member states just long enough to cover the shortfall and hope there will be more money available in 1988 to make ends meet.

In spite of repeated insistence by the European Commission and EC heads of government on the need to get away from budgetary "expedients" to make ends meet, the latest plan amounts to yet another accounting device.

The Ecu 4.3bn payments delay amounts to the most important part of a Ecu 6.3bn emergency budget package agreed in principle by the EC heads of government at their summit in Brussels two weeks ago.

The original estimate of over-spending on the Common Agricultural Policy this year was only Ecu 2.8bn, but the amount has increased because of the failure of Agriculture Ministers to make any significant savings.

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Study raises doubts about wheat-into-ethanol plan

By TIM DICKSON IN BRUSSELS

CONVERTING SURPLUS European wheat into bio-ethanol for use in petrol would be an expensive option for the European Community, according to an independent group of experts.

The conclusions of their study, initiated more than a year ago by the European Commission in Brussels, suggest that the costs to the Community budget would exceed the current surplus of wheat by Brussels to dispose of unwanted cereals on world markets.

Such findings appear to be a setback for companies such as Ferruzzi, the Italian agro-industrial concern which has been pressing European governments to allow the Community to provide money for ethanol production. Only last week Ferruzzi announced that it was building its first big ethanol production plant in northern France.

Officials in Brussels insist that the independent study has not yet been adopted as official Commission policy and that support for a programme of ethanol production has not necessarily been ruled out.

Bio-ethanol's significance is that it is an alternative octane booster for petrol and could be used to replace lead as environmental restrictions are more strictly applied to commercial production in Europe, however, depends on the sort of tax concessions announced last week by the French Government and on the availability of raw materials such as wheat at or close to world market prices.

At the moment European producers only have access to high priced European cereals thanks to the EC's regime of import levies—hence the need for the subsidies to bridge the gap.

The independent study's conclusions which have just been made available in Brussels are that:

● Break-even for petrol producers would occur when the ethanol price fell to a range of 60 to 120 per cent of the price of super grade unleaded petrol (without taxes), the exact level depending on the extent of market penetration and the promise of alternative supplies to centres of production.

● While EEC subsidies would in the opinion of the experts cost more than current export restrictions, "the necessary support would be less important by the year 2000."

● Without Community aid, ethanol would only be competitive in petrol production when the price of oil reached 940 per barrel (roughly twice its present level) or when feed production costs were reduced by 40 per cent.

● A bio-ethanol project could generate between 26,500 and 39,500 new jobs.

Mr Raul Gardini, Ferruzzi's chairman, has consistently rejected the idea that ethanol is not economic and is predated under EC subsidies. He argues, though, that instead of spending EC funds on export subsidies for cereals, the money should be redirected so that the grain surpluses can be turned into ethanol.

Italian coalition hopes dim

By ALAN FRIEDMAN

PRESIDENT Francesco Cossiga will confer today a mandate to form a new Italian government, in an atmosphere made difficult by the explicit refusal of Mr Bettino Craxi, the Socialist Party leader, to accept as Prime Minister-designate Mr Crispio de Mita, the Christian Democrat leader who is the most likely choice.

The Socialist opposition to Mr de Mita, which followed the president's weekend consultations with party leaders, is said to have angered Mr Cossiga, who must now try and cut a Gordian knot.

If he names Mr de Mita as premier-designate then the Christian Democrat's effort to form a government will fail. If

he chooses another Christian Democrat, perhaps Mr Giulio Andreotti, Foreign Minister, or Mr Arnaldo Forlani, former deputy prime minister, then Mr Cossiga would be seen to be giving in to what the Christian Democrats call "an act of intimidation" by Mr Craxi.

The result of the latest impasse is that prospects for the rapid formation of a new government are dimmer than ever.

In a response to Mr Craxi's statement on Saturday that "neither I nor de Mita is the right man for the job," the latter angrily reaffirmed his claim to the premiership. "Craxi has no right to reject me. His comments change

nothing at all," the Christian Democrat leader declared after an emergency meeting of his party executive.

Among compromise solutions, other than the naming of such as Mr Andreotti, who is acceptable to the Socialists, there is the idea that Mr Cossiga might assign Mr de Mita an "exploratory mandate" rather than designate him prime minister immediately.

The prospect of a continuing stalemate could lead eventually to the creation of an "institutional" government, possibly led by Mr Giovanni Spadolini, the Republican who has just been elected president of the Senate.

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Ciriaco de Mita. At odds with the Socialists

Proposal for 'clean kickbacks' derided

By OUR MILAN CORRESPONDENT

IT TAKES a lot to raise eyebrows in the looking-glass world of Italian politics. But eyebrows were positively arched all over Italy at the weekend when a leading Socialist Party politician proposed (seriously) the legalisation of bribery.

Mr Claudio Signorile, who served as Transport Minister in the fallen Craxi government, left his own party gasping on Friday when he proposed in an interview with the *Corriere della Sera* the introduction of a formula for transparent kickbacks. Within hours the Signorile proposal was covered in an avalanche of condemnation from politicians and industrialists.

"We need to change the law on the financing of parties and introduce, on an experimental basis, a fixed quota of payments by companies to parties," he declared, adding

that the names of the contributors would not be "documentable" but they would be subject to taxation.

Mr Signorile's proposal, which the Italian press immediately dubbed "clean kickbacks" would replace with company payments the typical bribes, or commissions if that is a nicer word, of three to five per cent which are paid regularly, and illegally, by companies to politicians.

Coming in a week which also saw the arrest of a senior executive of the Socialist Party, Mr Walter De Nino, on charges of having taken bribes in a Tuscan construction project, the Signorile pro-

posal is not making the party of Mr Bettino Craxi look very pretty.

Mr Craxi himself has defended Mr De Nino, calling the arrest "a grave judicial error." But the Socialist Party leader has not pronounced on Mr Signorile's remarkable brainstrom.

Others have. Mr Rino Formica, another Socialist minister and a personal enemy of Mr Signorile's, reacted to the proposal to legalise kickbacks by saying that "he must be confined to a sanatorium." Asked if there is an alternative to the Signorile proposal, Mr Formica replied: "Sure, there is. Being honest."

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Greek inflation above target

THE GREEK Socialist Government's austerity programme is lagging behind its 1987 targets for lower inflation and a reduced current account deficit, AP reports from Athens.

According to figures released at the weekend by the National Statistics Service, inflation in June reached 17.1 per cent, topping last year's 16.8 per cent and well above the Government's year-end target of 10 per cent.

The current account deficit for the first five months of 1987 reached \$1.34bn. The Government had been aiming for a \$1.2bn deficit for the entire year.

This was the first public comment on the case by a senior Vatican bank official since arrest warrants were issued in March against Archbishop Paul Marcinkus, president of the institute, and two of the bank's lay officials.

Mr Luigi Mannini, Mr Pellegrino de Strobel, and the archbishop are charged as accessories to fraudulent bankruptcy, in the 1982 collapse of the Italian Banco Ambrosiano. All three protest their innocence.

They are "victims of an obscure and complicated situation in which someone, in bad faith, wanted to put the blame on their shoulders, and without their knowledge," Mr de Strobel added.

Behind Vatican walls, he said there was "a long and painful waiting" for a final ruling on the arrest warrants from the Court of Cassation, Italy's highest criminal court.

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Research selectivity urged in science

By PETER MARSH

SCIENCE administrators in the nations should cope with financial pressures by using greater selectivity in deciding which areas of basic or non-applied research to pursue.

This is the view of the Organisation for Economic Co-operation and Development, which in a study says that governments should do more to concentrate their research resources in centres of excellence as a way to ensure that funds are not spread too thinly.

The study, on long-term research, which is due to be published in September as part of a report called "Economic Performance and Structural Adjustment," says researchers, in most industrialised nations,

are coming under financial pressures. While the costs of research and development have risen due to higher prices for instruments and the need for more sophisticated technical support, governments have in recent years put more resources behind areas of R and D related to energy and environmental issues and to industrial competition.

As a result, says the document, the OECD area has seen "a nearly universal decline" in the share of government spending devoted to basic research and the advancement of knowledge. The average university researcher in the OECD received 10 per cent less funding in most industrialised nations

10 years before. This situation is unlikely to improve, according to the report. Research planners in publicly-funded laboratories will, therefore, have to hone their selection procedures.

One way of getting extra money into the public sector research effort is for universities and government laboratories to increase ties with companies, which can provide cash to defray some of the costs of basic research.

Administrators should also be more flexible about deploying staff, says the study. Workers in government laboratories could be given greater opportunities to change jobs and move in and out of the private sector more easily.

But she is optimistic that the law will be changed sooner or later. "The FNV's new position is positive and despite the Christian Democrats something will happen," she predicts.

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OVERSEAS NEWS

Chris Sherwell reports on the 'Damocles sword of disunity' which doomed Australia's Liberals

Sir Joh blamed for 'bush fires' that led to Howard's defeat

MR JOHN HOWARD, defeated leader of the opposition Liberal Party in Australia's election, was careful not to blame anyone on Saturday night when he graciously conceded victory to Mr Bob Hawke, the Labor Prime Minister.

His senior colleagues were not so circumspect. Nor was Mr Ian Sinclair, federal leader of the National Party and Mr Howard's erstwhile coalition partner. By yesterday morning, even Mr Howard had come out openly.

All agreed: Sir Joh Bjelke-Petersen, said Mr Howard, "must carry an enormous share of the blame" for the opposition's defeat.

He was referring to the 76-year-old Queensland premier's "push for Canberra," launched late last year after a stunning victory in state elections. The campaign sought explicitly to dislodge both Mr Sinclair and Mr Howard, and to secure federal power on a platform of small government, low taxes and weak unions.

The plan didn't work. Mr Sinclair and Mr Howard fought back. The two parties suffered deeper internal splits. Their decade-old coalition fell apart. And Mr Hawke called an early election.

"Over the past six months," Mr Howard said yesterday, "I have spent 75 per cent of my time putting out bush fires on



Australia's Prime Minister Bob Hawke and his wife Hazel acknowledge the cheers of supporters

acknowledged the disunity within his own Liberal Party — no one was totally blameless, he said — he did not dwell on it. It took Sir Joh to throw the accusations back and others are bound to tackle Mr Howard further.

The Queensland leader flatly rejected any blame, saying his only regret was that he didn't carry his Canberra campaign further.

To him, Mr Howard and Mr Sinclair had taken up his calls for massive spending cuts and low tax rates with no resort to a consumption tax. But they had done so too late.

If they had supported him "along the lines that they ultimately did after months of disagreeing," Sir Joh declared, the story would have been different.

But, said Sir Joh, this was not the end of the road. "Only the first round." No policy but his would achieve what was necessary. If Labor carried on in the same direction, he warned, it wouldn't last a full three years.

Mr Howard, too, insisted he had offered the Australian people the right platform of spending and tax cuts. But as Mr Hawke himself observed yesterday, Mr Howard, who had previously stood strongly for a consumption tax, didn't seem to believe seriously in what he was offering.

"I have respect for John

Mr David Lange, the New Zealand Prime Minister, welcomed the election victory by Australia's Labor Party, saying it could begin a new era in New Zealand-Australian relations.

Mr Lange and Mr Bob Hawke, the Labor leader, have never appeared close, but Mr Lange says that as soon as the New Zealand election, which he expects to win, is over on August 15 he will invite Mr Hawke to Wellington for discussions on topics of mutual interest.

Mr Jim Bolger, leader of New Zealand's opposition National Party, used the Hawke election victory as a reason to attack the public opinion polls which have shown the Labor government to be well ahead. Mr Bolger said Mr Hawke's victory showed public opinion polls were unreliable and that no faith could be put in the New Zealand polls.

Howard" the prime minister said of the opposition leader's courage and tenacity, "but not for what he campaigned on."

One key factor counting personally against Mr Howard was his refusal to get the opposition's tax policy out earlier, despite the urgings of his col-

leagues and his own belief that tax would be central in any election campaign.

His delay entailed haste once the election was sprung, and like Sir Joh he turned out, inexcusably, to be unprepared. That meant mistakes, specifically a disastrous double-counting error over his spending cuts.

Another was his decision to ditch talented but "wet" Liberal colleagues in favour of others who shared his "dry" attitudes or were more loyal, but who let him down.

Mr Howard ended up with the campaign he wanted and the team he wanted, running it almost single-handed. Despite his performance, therefore, he cannot escape blame for the outcome — and the man he replaced, Mr Andrew Peacock, will almost certainly fight him for the Liberal leadership which now automatically falls vacant.

Inevitably, the outcome itself has overshadowed some significant signals for both parties in the election returns.

Initial analysis shows that, while Labor should increase its majority in the 148-seat House of Representatives, it actually suffered a swing of some 1.4 per cent against it.

Fortunately for Labor, this swing was far from uniform. The party tended to lose votes in safe seats, hold on to its

marginals and looks like picking up narrowly-held opposition seats.

Most seats did not change hands. Of the five still in doubt last night, one was in Melbourne and Labor-held, one in Sydney, also Labor-held, and three in or around Brisbane (two National and one Liberal).

Significantly, big swings against Labor were felt in Sydney's western suburbs, traditional strongholds where the disaffection over Labor's economic policies has perhaps been greatest.

The Liberals and Nationals needed a 2.3 per cent swing across the country to win the nine seats necessary to oust Labor. That they picked up support in all states but one — Sir Joh's Queensland — is being taken as a sign that Sir Joh's influence is on the wane.

Though it was Mr Hawke's victory, Mr Howard's determined campaign earned wide appreciation. Conceding defeat in Sydney at 9.55 pm on Saturday night, he was gracious to a fault.

After wishing Mr Hawke's government well, he said: "We are about to enter our third century as a nation. Whatever differences that divide us politically — and they are important differences, and they will remain important differences — those things that unite us as Australians are much greater and more enduring."

Asean aims to increase co-operation

By Peter Ungphaphorn

ECONOMIC MINISTERS of the Association of South East Asian Nations, meeting in Singapore, have agreed to increase significantly the number of trade items given preferential treatment and to increase incentives for Asean industrial joint ventures.

The measures are part of a package for economic co-operation being drafted for the December Asean summit to be held in Manila. Sluggish world trade and protectionism in industrial countries, Asean's main trading partners, have revived determination among Asean's six members — Indonesia, Malaysia, the Philippines, Singapore and Thailand — to make economic co-operation more effective.

Singapore's Prime Minister, Mr Lee Kuan Yew, opening the meeting on Thursday, said such action would make the six more attractive to investors from North America, Europe and Japan. Among the compromises required in order to reach agreement on a joint communiqué issued on Saturday were the omission of a proposal to establish an "Asean trade area" by AD 2000. Indonesia, in particular, takes the view that its industries are less developed than those of its neighbours and argues that it needs to maintain some protection.

Iran moves to keep Syria on its side

BY ANDREW GOWERS, MIDDLE EAST EDITOR

IRAN APPEARED yesterday to be trying to head off a long-expected reconciliation between Iraq, its enemy in the Gulf war, and Syria, its long-time ally.

Mr Farouq al-Sharraf, Syrian Foreign Minister, arrived in Tehran yesterday with a letter to President Ali Khamenei of Iran from President Hafez al-Assad of Syria. The surprise visit follows fresh signs of tension between Iran and Syria over the activities of pro-Iranian groups in Lebanon, and coincides with reports of a possible rapprochement between Mr Assad and President Saddam Hussein of Iraq, who have been bitter foes for eight years.

Such a move would be a major setback for Iran, depriving it of its last Arab ally in its war with Iraq. It might help Iraq's war effort, with the reopening of an oil pipeline from Iraq to Syria's Mediterranean coast, which Mr Assad closed five years ago as a gesture of support for Tehran. It would also be a significant step towards patching up differences within the Arab world as a prelude to a possible summit meeting of Arab leaders at the end of this year.

King Hussein of Jordan has been working hard to reconcile Syria and Iraq in recent months, and has recently visited both Baghdad and Damascus. His prime minister, Mr Zaid al-Harithi, confirmed recently that Mr Assad and Mr Saddam Hussein met "secretly" in north-eastern Jordan in April.

The cautious Syrian presi-

dent has also been under strong pressure from Saudi Arabia and other wealthy Arab countries to shift his stance. Any decision to break with Iran would almost certainly bring substantial financial assistance for Syria's beleaguered economy from the Arab Gulf states.

Jordan yesterday denied reports that a public meeting between the two leaders was imminent. After Mr al-Sharraf's arrival in Tehran, the Iranian news agency said the Syrian foreign minister had renewed Syria's pledge to back Iran in the Gulf war. It quoted Mr Ali Akbar Velayati, Iranian Foreign Minister, as saying that Syria and Iran shared the view that the war should continue until Saddam Hussein's regime had fallen.

However, it was understood from Damascus that Syria's patience with Iran has been strained to breaking point by events in Lebanon. Pro-Iranian groups in Beirut are holding most, if not all, of the western hostages in Lebanon, and efforts to obtain their release, since Syria sent 7,000 troops into West Beirut to restore order in February, have been no avail.

The activities of these groups have been an embarrassment to Syria as it tries to improve its image in the west and a challenge to its influence in Lebanon. President Assad has been particularly angered by the kidnapping several weeks ago of Mr Charles Glass, a US journalist.

Thatcher plea likely for Harrier project

BY DAVID BUCHAN, DEFENCE CORRESPONDENT

THE HARRIER aircraft programme for the US Marine Corps has taken a serious hit from one side of Capitol Hill and badly needs a political lift. It might just get that when Prime Minister Margaret Thatcher arrives in Washington this week.

This has been politically the worst year for the AV8B version of the Harrier, which McDonnell-Douglas and British Aerospace jointly produce, since the programme started in the late 1970s. In those days the Pentagon was against the AV8B, but Congress was for it and its view prevailed.

This year views have reversed, and the AV8B has become a casualty of defence spending cuts by the House of Representatives, which has authorised no money for the bouncy jets in its version of the 1988 Defence Bill. The Senate Armed Services Committee authorised the purchase of 32 AV8Bs, as requested by the Administration, but the full Senate is delaying action on the 1988 Bill.

Mrs Thatcher will be able to remind her US hosts that the programme, under which McDonnell-Douglas and BAe make the AV8B version for the Marines and the GR5 version for the Royal Air Force, is the biggest collaborative project the US has going. Its demise now could put in question the sincerity of new US pledges to greater defence cooperation.

The total value of the joint programme, including research and production, is put by McDonnell-Douglas executives at \$12bn, with the US accounting for \$8bn. So far, the US

has spent \$8bn, taking delivery of 80 AV8Bs with funds for 50 more, and the UK has spent \$1bn buying 60 GR5 aircraft with an option to buy 36 more. Co-operation between the two companies is also the core for a new agreement between the US and UK Governments for research into technologies for an advanced short take off and vertical landing aircraft (ASTOVL), a sort of supersonic Harrier for the 1990s.

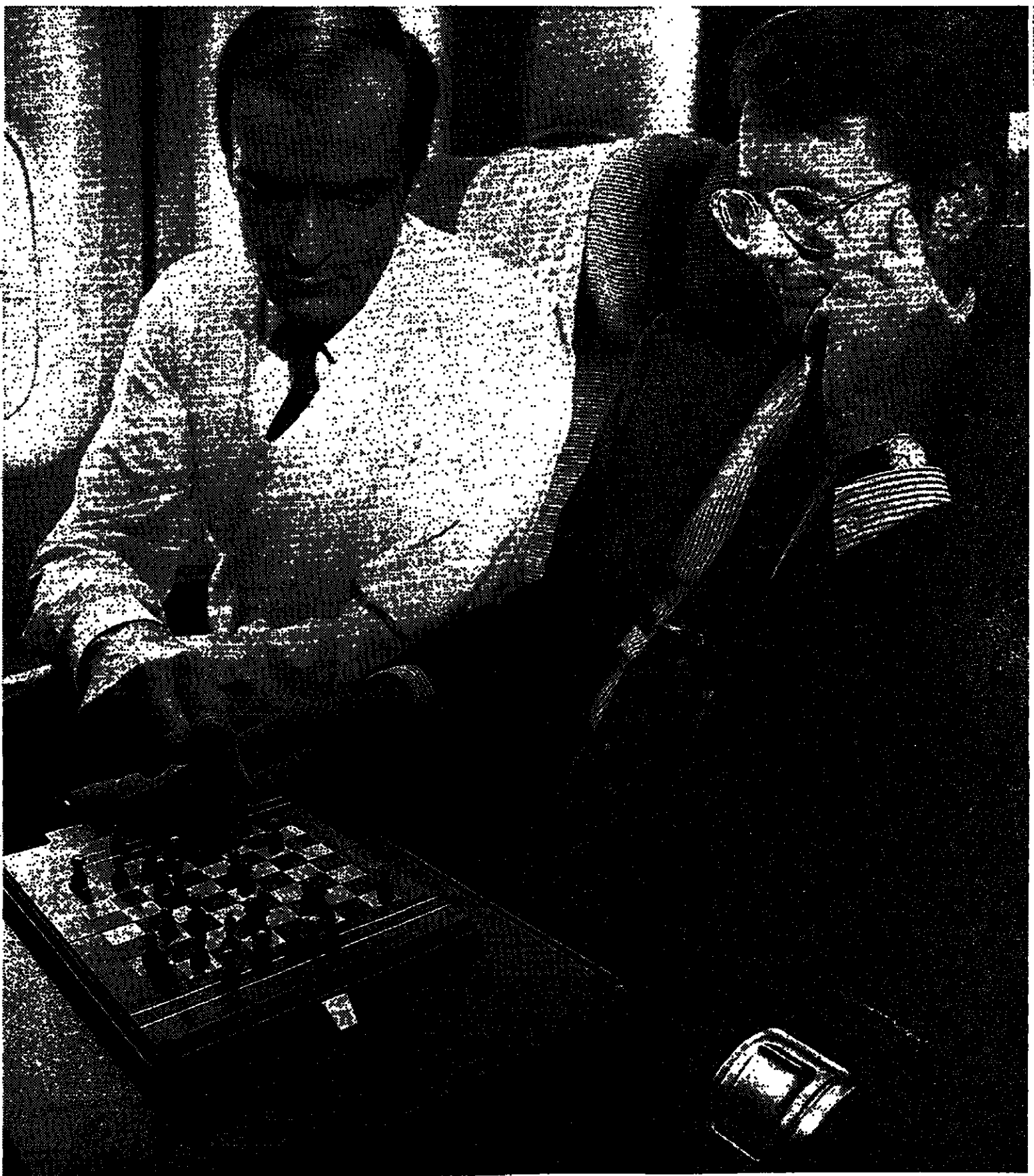
The fear of the two companies, and of the Marines, is that if the AV8B is struck out of the budget for just one year, it will never get back in again. McDonnell-Douglas has been paying for full page advertisements in the Washington media, discreetly steering the Americanness of the AV8B.

There is, apart from political cunning, technical justification for this. McDonnell-Douglas has doubled the payload radius of the aircraft by using lighter, composite materials which now account for 26 per cent of its structural weight. It has also improved on the Harrier avionics, though partly with television displays from Smiths Industries of the UK.

But there is a new plan to upgrade the AV8B/GR5 models so as to regain Congressional support and to what so far flagging export demand for either version of the aircraft. To date, the only sale has been of 13 AV8Bs to the Spanish Navy. A radar, either from Hughes of the US or Ferranti of the UK, plus a new Rolls Royce engine, might, it is hoped, interest another navy or, even more important, another air force in the product.

"You know when you've made a good move."

This is an authentic passenger statement.


 Lufthansa

OVERSEAS NEWS

Roh to drop hardliners in Cabinet reshuffle

By Our Seoul Correspondent

A MAJOR Government reshuffle, involving the South Korean Cabinet and the ruling Democratic Justice Party, is expected this week following the resignation of President Chun Doo Hwan as party president last Friday.

Mr Roh Tae Woo, chairman of the party and the man who announced the plan for democratic reform in the country last month, is expected to take the opportunity to remove hardliners who have resisted change.

Some former military men are likely to take a back seat, while analysts believe that Mr Roh may decide to promote a number of younger assemblymen with a more moderate image.

The opposition Reunification Democratic Party is also likely to make substantial changes following restoration of Mr Kim Dae Jung's civil rights last week. He is expected formally to join the party, which is led by Mr Kim Young Sam, this month.

Mr Kim's formal entry into the RDP could change the balance of power within the party. At present members are equally split in allegiance to one or the other Kim.

Mr Kim Dae Jung is also supported, however, by a large dissident group, some of whom may also join, thus giving him majority support within the party over the present leader.

Anxiety continued at the weekend over the intentions of the two men in the presidential election later this year. Both reiterated their plans to remain united and to decide on who is to be the candidate later. In 1979 the two Kims campaigned against each other for the presidency and have been partly blamed for the resulting military coup by President Chun Doo Hwan.

Mr Lee Shin Bum, a leading supporter of Mr Kim Dae Jung, returned from exile in the US at the weekend accompanied by Mr Thomas Foglietta, a US Congressman.

Donors pledge \$700m in aid to Mozambique

BY GEORGE GRAHAM IN PARIS

MOZAMBIQUE has won aid commitments from Western industrial nations which are expected to cover its external financing needs for the next three years.

In a meeting with donor nations at the World Bank in Paris last week the hard-pressed southern African country won aid pledges for 1987 of \$700m, to complement the \$400m it received last month from the rescheduling of repayments on its official debts at the Paris Club.

Total aid commitments to Mozambique have nearly doubled in two years, and further increases are expected in 1988 to meet the estimated \$820m external financing requirement.

Dr Mario da Graça Machado, Prime Minister of Mozambique, said the economic rehabilitation programme - a four-year plan aimed at reducing state control over the economy and correcting financial imbalances - had already started to produce results, following the 80 per cent devaluation of the currency, the metical, and the ending of price controls on a number of agricultural products.

In an interview with the Financial Times Dr Machado said agricultural output this year was now expected to rise by 8.5 per cent to 9 per cent, industrial production by 15 per cent and exports by 8.5 per cent from 1986.

There had been some improvement in Mozambique's security situation and parts of the Zambezi province are expected to restart agricultural production next year, but production is still disrupted on some 20,000 hectares of farmland by the Renamo rebel group.

Defence takes up around 50 per cent of the state budget, although it is hoped that defence spending can be cut by 20 per cent over the period of the plan.

Dr Machado said Mozambique had asked France to provide military aid, as the UK does already, but would not specify the kinds of aid sought.

The Mozambican army works with Tanzanian and Zimbabwean troops against the South African-backed Renamo guerrillas and has recently been joined by Malawian forces. Dr Machado said these forces had now recovered from Renamo, the initiative in the warfare which has severely afflicted Mozambique's economy.

Mozambique's overall financing needs are estimated at around \$1.1bn a year over the next three years, with \$900m of relief coming from reschedulings of government-to-government debt in the Paris Club and \$200m from London Club reschedulings of commercial bank debt.

The combined reschedulings are expected to reduce Mozambique's overall debt service burden to 130 per cent of its exports of goods and services, half the ratio of 270 per cent reached last year.

Dr Machado said the country still depended on being granted concessional interest rates by its creditor nations in the bilateral negotiations that follow the general Paris Club agreement.

"Our country will have to be granted low interest rates because only under such conditions can we comply with our pledges," Dr Machado said.

Italy, Sweden and the Netherlands have already agreed to concessional interest rates on their debts, while the UK has converted earlier loans into grants. Mozambique is still negotiating with its largest creditor, France.

The Prime Minister said his country still stuck to the 1984 Nkomati agreement with South Africa, which declared a truce, but refused to negotiate directly with the Renamo forces.

"Talking to the bandits would be like talking to a dog when it has bitten you. If you are bitten by a dog you either knock it down or you go and talk to the dog's master," Dr Machado said.

Friction in S Korea over rise of currency

By Maggie Ford in Seoul

INCREASED friction between Washington and Seoul over the appreciation of the South Korean currency is expected after a statement by Mr Malcolm Baldrige, US Commerce Secretary, that the won has not risen enough against the US dollar.

South Korean finance officials have been deluged with complaints from all sectors of industry over the Government's apparent policy of giving in to pressure over won appreciation. The won has appreciated against the dollar by 6.5 per cent this year, but Government planners have suggested that an appropriate rate of appreciation would be about 10 per cent over the full year.

This month, Mr Chung In Yong, Economic Planning Minister, said that the rate of appreciation would slow in the second half of the year, adding that faster appreciation would only increase South Korea's trade deficit with Japan rather than decrease it, as surplus with the US.

South Korea had agreed this year, after a visit to Seoul by Mr Baldrige to consult the International Monetary Fund over the level of the currency. During the talks with the IMF delegation in early June, the currency jumped more than 0.5 per cent in two days. Now it stands at 807 to the dollar.

Major businesses are reported to have invested \$1.2bn in futures contracts this year to hedge against the appreciation and have complained that the Government-controlled high interest rates, and restrictions on foreign currency borrowing, are hurting their profitability.

Small and medium-sized businesses have complained that their efforts, supported by the Government, to localise production of components now imported from Japan are being hampered by the won appreciation.

The Korean Federation of Small Businesses complained that large companies were passing on their foreign exchange losses to small contractors and that 40 per cent of small companies are now trading at a loss.

Mr Chung hinted in an address to the Federation of Korean Industries last week that the level of won appreciation should be kept at half the level of the appreciation of the Taiwan dollar against the US currency.

South Korea preferred to deal with the pressure over its trade surplus by opening markets and gradually lifting foreign exchange restrictions, he said.

A raft of import restrictions and lowered tariffs came into force on July 1. Mr Baldrige said during his Seoul visit that South Korea was responding better to US demands than Japan. Because of the depreciation of the dollar, the effective rise of the won had been only 2 to 3 per cent this year, he added.

Four left in Turkish coal power bids

By David Barchard in Ankara

THE MARATHON contest between international consortiums bidding to build coal-fired power plants in Turkey, on a franchise basis, now looks likely to drag on until at least the end of August.

Five international consortiums—led respectively by Bechtel of the US, Sespac of Australia, Brown Boveri and Co. of Switzerland, Ansaldo of Italy and the Electrical Power Development Corporation of Japan—submitted their "best and final offers" to the Turkish Government for their rival schemes to build and operate power plants of between 800 Mw and 1,400 Mw in the second week of June.

Some details of the negotiations have yet to be finalised but four of the five bids are said to be extremely close, with the cost per kilowatt-hour at about three or four US cents.

The higher bidder was the Italian-French consortium, which is understood to have been excluded from the race. The civil servants briefing Mr Turgut Ozal, the Prime Minister, are understood to have made no recommendation about a final choice.

"It is quite usual for the prime minister to refer bids for a final scrutiny at this stage," said a Western diplomat in Ankara this week. "The alternative would have been to produce a final short list of two, but with the bids so close and so hard to evaluate, this step is perfectly usual."

Even so, some of the companies involved have been taken aback by the referral. The easiest scope for improvement would seem to lie with the Australian bid, as the price of the coal it will need is fixed directly by the Queensland Government.

Pressure rises on Argentina's creditors to accept exit bonds

BY ALEXANDER NICOLL

EFFORTS to persuade some of Argentina's creditor banks to accept so-called "exit bonds" will be stepped up this week. These would exempt the banks from future requests for loans and for rescheduling of debt service.

The maximum value of such bonds which banks may take is to be increased from \$5m each, probably to about \$15m, so as to accommodate requests from a few banks with relatively large exposures.

The long-term, low-interest securities were included as part of the "menu of options" in Argentina's bank financing package, but virtually no banks have agreed to take them so far.

The bonds are aimed principally at banks with very small exposure to Argentina on the theory that a reduction in the number of bank creditors will make the arrangement of future new loans and reschedulings less cumbersome.

One third of the 300 or so banks that account for only 1 per cent of its \$21bn debt to banks, it is essentially these—always the most difficult to round up for such packages—that have yet to respond to the request for a \$1,500m loan and \$300m rescheduling.

Banks arranging the deal say pressure will now be put on them to accept exit bonds in place of their loans.

However, many banks are likely to resist—either because they have already sold or written off their loans, or because they prefer simply to continue receiving the relatively high interest on their existing loans, by comparison with the 4 per cent rate on the 25-year exit bond.

The response to Argentina's loan, now 99 per cent committed, is the quickest to any such package since the debt crisis erupted in 1982.

The menu approach appears a success, with about one-third of banks accepting "new money" bonds, to which they are allowed to subscribe up to \$1m each for tradeable securities issued on the same terms as the loan.

Scindia's chairman, has asked the government to help bail out the company, and spent last week trying to raise funds to get the fleet moving again.

Three new directors have been appointed in an attempt to strengthen the company's management, including Mr V. M. Parekh, a former executive director of the state-owned Shipping Corporation of India, and Mr P. V. Rao, Joint Secretary for Shipping in the Ministry of Shipping and Transport.

Mr Rao confirmed that a rescue plan was being considered, and that the intention was to create a smaller, more compact organisation.

Other government officials said this could mean the sale of up to nine ships and a withdrawal from unprofitable trade routes.

Scindia lost Rs 640m (£30.9m) last year, and is heavily in debt to the Indian Government, which has provided extensive finance and arranged repayment moratoria on a number of debts. Many of the company's ships are believed to be mortgaged to the government.

No officials comment was available from the company's headquarters in Bombay, but one manager said: "It is true that we are in very serious trouble, but we are trying to put together a package which will get us out of this mess."

Scindia was founded in 1919 and is one of India's most prestigious cargo shipping companies. It also founded India's first shipyard, known as the Hindustan yard, which was later nationalised.

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South African miners vote to strike

BY JIM JONES IN JOHANNESBURG

MORE THAN 250,000 black workers have voted in favour of a strike in South Africa's mining and metals industries, according to union counts. A decision on the strike will be taken early this week.

The largest vote was by members of the National Union of Mineworkers (NUM), which represented about 170,000 gold and coal miners in wage talks which foundered at the end of June.

Talks broke down with the union demanding across-the-board wage increases of 30 per cent for its members against the mineowners' final

offer of increases ranging from 17 per cent to 23 per cent.

Although vote counting had not been completed, NUM officials said miners had voted overwhelmingly in support of strike action, largely on goldmines and collieries managed by the Anglo American group.

Ballots were not held at a number of mines as the NUM is not recognised by management as representative of workers. Union officials appeared confident that strikes would be called at the mines involved, although labour analysts be-

lieved this could be posturing rather than a genuine threat of a prolonged stoppage.

Meanwhile the National Union of Metalworkers of South Africa was expected to decide on strike action today or tomorrow. The union reached deadlock in its talks with the employers' representative body, Selsa, the Steel and Engineering Industries Federation of South Africa, a fortnight ago. The employers were then offering to increase hourly wages for about 85,000 employees in 500 factories by between 30 cents (19 US cents) and 72 cents.

Saab-Scania interim report January-April 1987.



- Consolidated Sales SEK 13,257m. (11,422), increase 16 per cent
- Income Before Appropriations and Taxes SEK 947 m. (1,089), decrease 13 per cent
- Pre-tax return on Capital employed 17.7 per cent (20.0)
- Income per Share SEK 19.35 (22.15)

The consolidated sales of the Saab-Scania Group during the first four months amounted to SEK 13,257 m. (11,422), an increase by 16 per cent in spite of an essentially lower US dollar rate than during the corresponding period last year. Foreign market sales increased by 20 per cent to SEK 8,827 m. (7,328) corresponding to 67 per cent (64) of total sales. Exports from Sweden increased by 20 per cent to SEK 8,816 m. (5,895).

Order bookings totalled SEK 13,840 m. (10,450), an increase by 32 per cent. Consolidated order backlog was SEK 21,500 m. (20,470) at the end of the period.

Income before appropriations and taxes amounted to SEK 947 m. (1,089), corresponding to 7.1 per cent (9.5) of sales. The

Scania Division had a continued good development and income improved further where earnings of the Saab Car Division decreased, mainly due to the lower US dollar rate. The income of the Saab Aircraft Division was lower than last year.

Income per share (after 50 per cent taxes) for the period was SEK 19.35 (22.15). Pre-tax return on capital employed (total assets excluding interest-free liabilities) for the latest twelve-months period amounted to 17.7 per cent (20.0). After-tax return (50 per cent) on stockholders' equity was 15.2 per cent (16.1).

Capital expenditures for property, plant and equipment amounted to SEK 728 m. (593). Capital expenditures in the two automotive divisions accounted for SEK 636 m. (481).

The number of employees was 49,676 (47,567). During the first four months of 1987 the number of employees increased by 696 persons, 513 of whom in Sweden.

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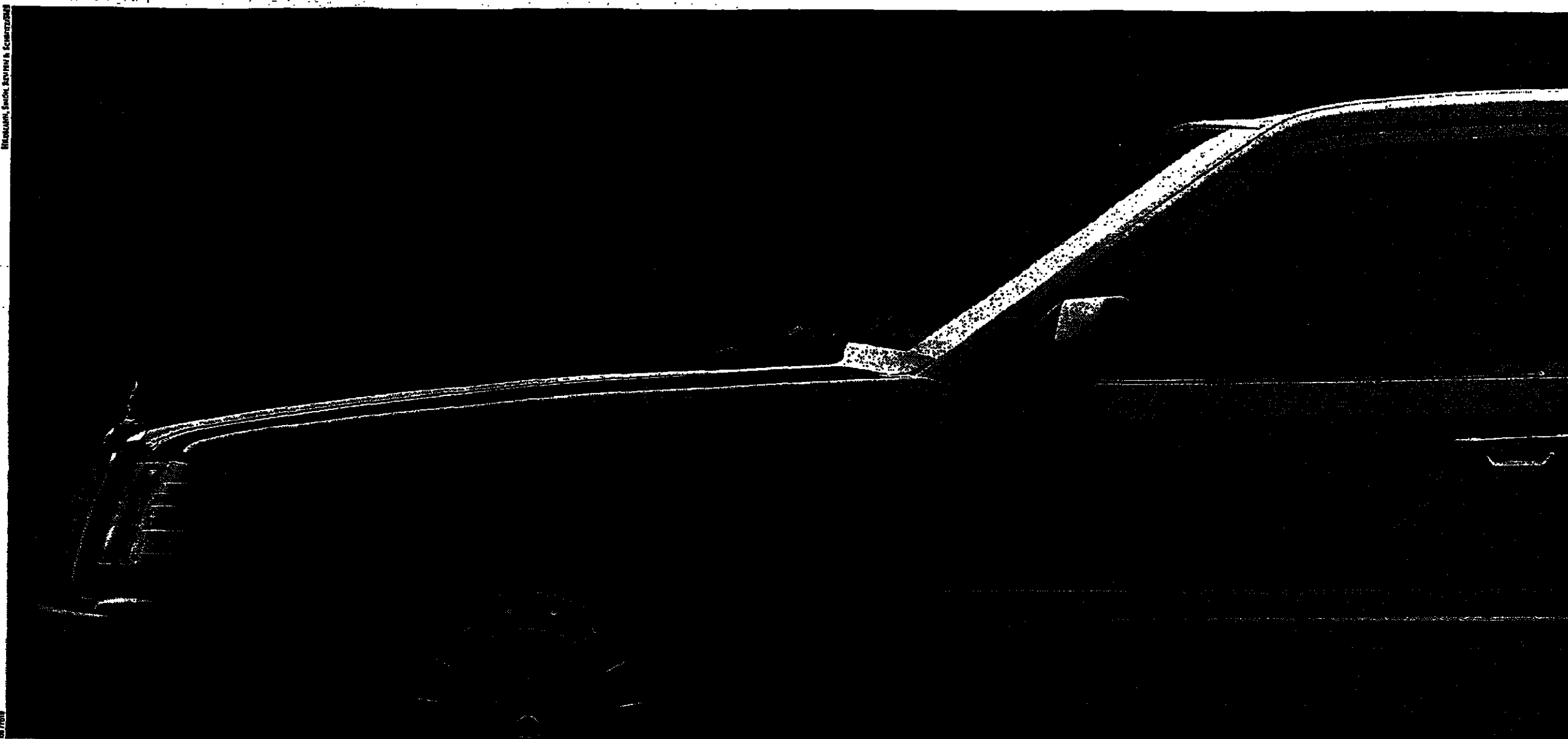
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New Opportunities.

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New opportunities are taking shape, and we have the ability to take advantage of them.

For the first time AEG, Dornier and MTU have been incorporated into the annual accounts. Consolidated group sales increased by 25% to DM 65.5 billion.

After the successful closing of the accounts for the anniversary year of the first century of the automobile, this provides an encouraging opening statement for the second - on a broader basis.

Vehicle production in top gear.

In 1986 both domestic and foreign demand for Mercedes cars exceeded production capacity.

In the highly competitive commercial vehicle markets, we maintained our leading position due to our modern range of vehicles and a convincing after-sales service offer.

Our future competitiveness will depend even more on our ability to set progressive standards in both product development and manufacturing technology, to meet the highest demands.

DAIMLER-BENZ GROUP

	1986	Change in %
Sales (in millions of DM)	65,498	+ 25.0
Domestic	27,838	+ 48.8
Foreign	37,660	+ 11.7
Cars	31,300	+ 9.6
Commercial Vehicles	17,747	- 12.2
AEG	11,069	.
Dornier	2,112	.
MTU	2,766	.
Car Production (units)	594,080	+ 9.8
Commercial Vehicle Production (units)	226,344	+ 5.8
Number of Employees (at year end)	319,965	+ 38.5
Domestic	257,538	+ 38.0
Foreign	62,427	+ 40.5
Personnel Expenses (in millions of DM)	19,358	+ 41.7
Fixed and Financial Assets	12,148	+ 19.0
Investments	5,580	+ 1.6
Depreciation Expenses	3,361	+ 2.6
Cash	14,668	+ 26.3
Stockholder's Equity	12,294	+ 25.8
Basic Share Capital	2,118	+ 24.7
Taxes on Income and on Net Assets	4,034	- 7.1
Net Income	1,767	+ 5.1

Quality before quantity.

With our continuous growth and the broadening of our company's base through the acquisition of AEG, Dornier and MTU, we have gained a new dimension as an industrial concern with a wealth of opportunities for acquiring knowledge and for moving into new areas.

We see this as a major step towards securing the long-term future success of our group. We have always given priority to growth in quality over growth in quantity.

Continuing at the top.

To be a yardstick of progress, it is necessary to place the greatest emphasis on innovation and technology.

Our capital expenditure programme, which will amount to DM 24 billion in the next five years, and the enthusiasm and determination of our employees provide us with an excellent basis to both exercise a decisive influence on the "new age" of the motor vehicle and to be successful in the new areas of activity.

We have confidence in the future. The achievements of the past confirm our resolve.



UK NEWS

Advertising revenue 'likely to show sustained growth'

BY RAYMOND SNODDY

NEARLY ALL media industries are likely to enjoy sustained growth in advertising revenue in the years to 1995, according to a study by Saatchi & Saatchi Compton, the advertising agency.

Real growth in the economy and in consumer spending is likely to contribute to real overall growth in advertising expenditure for each medium, with the possible exception of the cinema, which may only maintain its expenditure in real terms.

In the years 1989-1995, Saatchi & Saatchi forecasts annual increases in advertising revenues of 10 per cent for commercial television, 8 per cent for print, 11 per cent to 13 per cent for outdoor (posters) and 6 per cent for cinema.

The agency believes that satellite television will develop faster than cable television and that 55 per cent of British homes will have their own satellite receiving dish by 1995. The

combined satellite and cable penetration will then be about 45 per cent and advertising revenue should have reached about £500m, it predicts. Overall, television is expected to continue to increase its share of total advertising expenditure. By 1995, combined television, cable and satellite advertising revenues should reach £3.5bn, compared with £1.6bn for TV, Channel 4 and TV-am.

Total viewing is likely to grow by 10 per cent over the period because of an ageing population and more choice of channels.

Costs for television advertisers are likely to continue to rise. The agency says: "Although the new television stations will have increased the supply of commercial audiences as we get into the early 1990s, the continued rise in demand will lead to higher costs in real terms. Post-1995 the increased rate of

supply may provide a different scenario."

Saatchi & Saatchi believes the arrival of national commercial radio stations envisaged by the Government will "turn radio into a mass medium at a stroke." As a result, advertising revenue, estimated at £100m this year, will more than treble by 1995.

The move from Fleet Street, new technology and changing levels together suggest a prosperous future for national newspapers in the medium term. Long-term declines in circulation and readership could be reversed.

In the years to 1995 "the entrepreneur will see the possibilities provided by the new technology, be it in television, print or elsewhere, and will seek ways of satisfying advertisers' needs," says Saatchi & Saatchi.

The Media Landscape Now to 1995. Saatchi & Saatchi Compton, £25.

Fourth channels 'cost £750m'

BY RAYMOND SNODDY

THE ITV companies have, for the first time, released details on the cost of creating Channel 4 and S4C, the Welsh fourth channel, because of controversial comments made last week by Mr Jeremy Isaacs, Channel 4 chief executive.

They reveal that, by March this year, the companies had invested £750m in Channel 4 and S4C compared with a revenue of £400m for an overall deficit on paper of about £350m. Mr Isaacs told the Incorporated Society of British Advertisers that in the year to March Channel 4 had earned a substantial surplus for the ITV companies — £155m in advertising revenue compared with £139.9m in ITV funding. Mr

Isaacs made it clear that this did not include start-up costs or Independent Broadcasting Authority transmitter rentals, but the remarks caused disquiet in the industry. The issue is sensitive because the Government is considering allowing Channel 4 to sell its own air time to increase competition in broadcasting. At the moment the ITV companies sell Channel 4 air time and in return fund Channel 4 and S4C with an annual subscription based on 17 per cent of their net advertising revenue.

Mr David Shaw, general secretary of the Independent Television Companies Association, says that when S4C, IBA

loan repayments, transmitter rentals and the cost of selling Channel 4 air time are included, the total for the year is at least £214m.

Mr Shaw said that the balance sheet of Channel 4 is difficult to work out because the ITV companies were able to set much of their costs against payments of Treasury levy on their profits. No what Channel 4 is doing better the ITV levy payments are rising as a result.

Whatever the Government decides, the present relationship between Channel 4 and the ITV companies is likely to continue until the extended ITV franchises expire at the end of 1992.

Rift widens between leaders of SDP

By Peter Riddell, Political Editor

THE SPLIT in the leadership of the Social Democratic Party widened over the weekend with strong exchanges between the rival camps either supporting or opposing a merger with the Liberals.

With the ballot of the SDP's 58,000 members under way, Dr David Owen, party leader, described a merger as "basically defeat." In an interview in the Sunday Telegraph he said it represented a lack of nerve which "comes from the sort of liberal-minded with a small i — people in this country because they are people whose nerve always folds."

However, she repeated her hope that if the ballot went in favour of merger Dr Owen might reconsider his view that he would be an independent social democrat outside of any new party.

Mr Williams said she would probably not stay on as party president if the vote went against merger. She said that in such circumstances people like her would have the choice of remaining in the SDP, joining the Liberals or leaving politics.

Mrs Williams also clashed with Dr Owen over remarks she made on Saturday at the annual conference of SDP councillors in Nottingham that it would be an "act of vivisection" to rip apart the unity that already existed between Liberal and SDP councillors in local government.

Dr Owen said: "We really had better watch our language. Are the majority of the national committee vivisectionists, or the party's trustees, or all those councillors, or our MPs, or the activists? He was referring to the opposition of a majority of the national committee, both trustees, and four out of five MPs and well over 100 councillors to merger.

An indication of the new policy thinking of Dr Owen and his allies, parallel to that of some ministers, came yesterday from Mr John Cartwright, the party's whip and a vigorous opponent of merger.

He argued that a new approach should include public/private partnership in housing, giving tenants the right to opt out of council control, providing more resources from central Government and allowing the Housing Association movement to develop into a leading provider of rented housing.

Some of these ideas were also put forward in the Conservative election manifesto.

Aberdeen harbour to open grain facility

get a deep-water grain export facility. It will open on August 6.

The facility will be capable of loading vessels of up to 15,000 tonnes at rates of up to 3,000 tonnes a day. It will draw grain from within an 80-mile radius of Aberdeen and annual exports from it might reach 75,000-100,000 tonnes.

Tom Lynch looks at a procedural dilemma in the Commons
IRA row puts Speaker on the spot

THE FUROR in the House of Commons on Thursday over the procedure by which the Prime Minister was able to attack Mr Ken Livingstone over his Northern Ireland allegations has left Mr Bernard Weatherill, the Speaker, in a dilemma.

Mr Livingstone's speech and the subsequent row largely overshadowed what Mr Weatherill described as an abuse of parliamentary procedure.

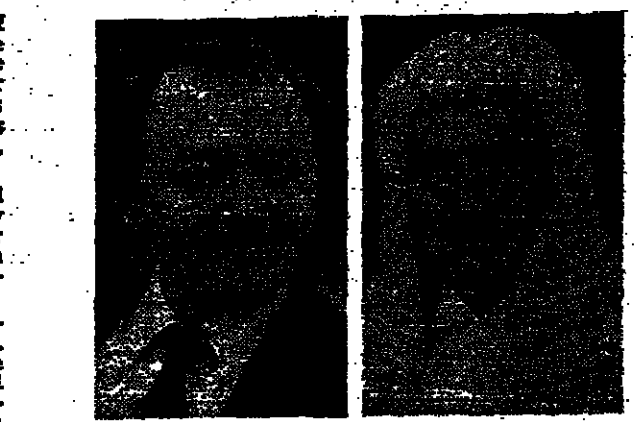
Such procedural considerations may be seen as trivial. Many Conservatives were obviously pleased a way had been found to rebut the allegations concerning two men murdered by the IRA — Mr Alton Neeve, a close friend of Mrs Thatcher, and Capt Robert Nairac, an SAS undercover officer.

However, the way the Prime Minister was given the opportunity to attack Mr Livingstone provoked Mr Neil Kinnock, the Labour leader, and many of his party colleagues to rage.

Mr Tim Yeo, a Tory MP, said Mr Livingstone had abused parliamentary privilege to attack people who could not answer back. Mrs Thatcher, apparently from a prepared text, agreed and invited Mr Kinnock to respond by saying they were "probably unfair."

All this may seem mundane in the cut and thrust of politics — it is a favourite ploy to embarrass senior opponents by challenging them to disown statements from more rash junior colleagues.

Labour's point, however, is that question time is set aside for MPs to interrogate the



Mr Livingstone and Mr Weatherill: procedural problem

Government about its policies and conduct. As Mr Weatherill acknowledged, Mr Yeo's question was an abuse of that purpose, because the Prime Minister cannot be held accountable for statements by Mr Livingstone.

The Speaker ruled that an abuse had taken place and successfully acknowledged that he had not caught the drift of the ploy until the Prime Minister had "voted on her reply."

The problem for Mr Weatherill arises from a ruling he made in February about points of order, the device which allows MPs to challenge the relevance of a contribution by another MP, or question whether proper procedures are being followed.

Under Mr Weatherill and his predecessor, points of order relating to question time were taken at the end of it. By the end of last year, however, concern was growing that MPs

were using points of order to extend question time well beyond 3.30 pm — for example, many MPs raised points of order to complain that a minister had failed to answer a question. The Speaker spent a lot of time repeating that what ministers say in the House is not his responsibility.

The situation got worse in the early part of this year as the political temperature rose in the wake of the Zircon affair.

On February 12, Mr Weatherill told the Commons he would "revert to the well-tried practice of earlier times" in taking points of order after all questions, statements and applications for emergency debates. This might have been a considerable delay, often of well over an hour.

At the time, Mr Kinnock questioned the position of a member about to leave the chamber who would not be present to hear a later point of order "which might have a direct bearing on the members' honour, conduct or otherwise."

On Thursday, he was able to challenge what he saw as an abuse involving the Prime Minister — a serious accusation — but there were still business questions and a statement to come. It was 4.50 pm before Mr Alan Williams, the combative Labour spokesman on House of Commons affairs, was able to set out his party's objections to the terms of events.

In a brief exchange between the Speaker and MPs from both sides of the House, it was suggested that the only alternative to the current practice was to rule that points of order must be raised at the moment of alleged offence — as is the case during debates.

Mr Weatherill agreed that this "doctrine of the first occasion" was probably the only alternative and promised to reflect on the issue and consult widely.

The danger with such a change would be that a question time could be wrecked by repeated points of order — a tactic which could be used, for example, to ensure an awkward question was not reached.

Mr Weatherill's desire to move on, or try an individual aggrieved at not being called, is that he must either implement that system, with all its risks, or stick with the present procedure, complete with the gaping loophole exposed by Thursday's manoeuvre. Which ever he chooses, all his patience and firmness will be needed.

Nissan UK offers incentives in sites hunt

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

NISSAN UK, the privately-owned importer of Japanese vehicles, is offering special deals to 75 land and property agents to speed its search for 50 sites for car dealerships which it wants to have in operation by the end of 1988.

Short-term contracts are being offered to senior partners of companies at key locations throughout Britain. The contracts offer a premium on top of normal agent's fees for the executives to represent Nissan UK exclusively in the search for sites.

Nissan UK already claims to be the largest vehicle retailer

in Britain following an intensive dealer development programme. It claims to have the largest property portfolio of any vehicle distributor in the UK with £150m of capital invested plus £127m of working capital.

Since the dealer development programme was started two years ago it has set up 50 large car retailing outlets and 25 smaller concerns by offering low-cost loans and premises to potential Nissan dealers, mostly former managers headhunted from other franchises. Another 30 large sites have already been found.

The company, which expects

to sell about 110,000 cars this year for a per cent share, has been strengthening the network in readiness for when Nissan of Japan builds up production at its assembly plant at Washington, Tyne and Wear.

There should be a surge in sales in 1988 when the Washington plant will produce about 40,000 cars qualifying as British for the first time. The 30,000 cars to be assembled this year from kits are deemed to be imports under the terms of the unofficial Government restriction on vehicle shipments from Japan.

Mr Stan Chole, Nissan UK assistant managing director,

said: "It takes an unduly long time to find premises, obtain planning permission, build and then establish a successful business."

The special arrangements with agents should "speed things up enormously by locating facilities which exactly match our requirements and allow us to negotiate sensible deals and avoid property market inflation."

Nissan UK has established its own specialist property division under the control of Mr Michael Hunt, assistant managing director.

Export aid projects listed

BY PETER MONTAGNON, WORLD TRADE EDITOR

A LIST of about 16 projects in developing countries which might receive funding under a co-financing agreement signed by the UK and the World Bank last year has been drawn up by the Government.

The projects are mostly in the water, power generation and renewable natural resources sectors, in a wide range of countries including Turkey, Indonesia, Colombia, India and Pakistan.

The list was produced after extensive consultations between the World Bank and UK ministries involved in the co-financing agreement, which aims to

provide exporters with up to £200m in business from World Bank approved projects over the next three years.

The co-financing agreement the UK is prepared to make aid funds and Export Credits Guarantee Department cover available for part of the cost of World Bank projects in developing countries.

The aim is to secure for Britain a larger share of this business, worth £17bn (£10.6bn) a year in all UK companies have lagged behind competitors in winning World Bank contracts.

Government officials hope the

co-financing agreement will stimulate extra interest in bidding for the World Bank deals and UK Government involvement should enhance companies' chances of winning large orders even though World Bank contracts are open to competitive tender.

However, the list of possible projects is restricted by the need to ensure they are ones in which UK companies have a serious interest, are in countries for which ECGD is prepared to provide cover and are schemes where there is a funding gap not being covered by the World Bank itself.

Electronic mail group to expand

By Terry Dodsworth

TELEMAIL, the US-based electronic messaging company, is setting up in Britain with the aim of developing a public worldwide electronic mail service.

The company is a subsidiary of Consortium Communications International, which is controlled by the US Telenet group. It already has substantial operations throughout North America and Japan.

It aims to develop a global messaging and information distribution business that will allow users to communicate with each other. As yet, the most international electronic mail services tend to be run as internal networks by individual companies.

Mr Yaskov Elkon, president of CCI, said: "In addition to intracompany communications, Telenet intends to extend the reach of our subscribers to other public and private electronic mail systems."

The main public electronic mail service currently operating in Britain is Telecom Gold, a subsidiary of British Telecom, which acquired the technology for the system from the US. Telecom Gold claims to have about 70,000 subscribers, more than 85,000 electronic mail users in Britain, generating revenues of about £2.4m.

This year Brierley Hamlyn, previously 12th in the league table, has merged with the 17th-placed Pearson Farrow, whose partners had suffered an earnings squeeze.

Armitage & Norton, which has experienced sizeable losses in management consultancy, has fallen apart. Peat Marwick McLintock picked up its York-shire business in a deal announced last month, but other former A & N offices have gone to Saffery Champness, a firm which ranks just outside the top 20, or chosen independence.

Auditing continues to be highly competitive. Big audits are fiercely bid for, with the successful contenders frequently, even when auditors continue unchanged, as they normally do for many years, firms falling as fast as rising buoyant areas like consultancy.

Although growth is continuing in most business sectors, senior partners anticipate slight slowdown compared with the past year or two. Staff shortages continue to be severe, and compound growth rates of more than 20 per cent cannot realistically be sustained for long.

The Stock Exchange is also setting up a marketing department to co-ordinate its promotional effort. No director has so far been appointed. Information and settlement services are being brought together under a director of services, Mr George Hayter. The aim is to integrate more closely the development of computerised market systems and their delivery to customers. To give greater emphasis to the promotion of the Stock Exchange's primary markets and listings, Mr Stewart Douglas-Mann has been appointed director of primary markets.

Barry Riley examines how leading accountancy firms are operating within an increasingly polarised profession

Accountants cost the pros and cons of the megamergers game

ANOTHER BUMPER year for the accountancy profession has highlighted the big firms' commercial success at a time when there are increasing regulatory question marks. Moreover, headlong growth in some secondary areas contrasts with stiffer competition in the core auditing business.

Strategic issues continue to preoccupy senior partners. The leading firms are weighing up the pros and cons of following Peat Marwick into the "megamergers" game, while some medium-ranking firms face a severe squeeze of the kind that has torn Armitage & Norton, the 21st largest firm, into three pieces.

This year's Financial Times accountancy league table shows that Peat Marwick has retained the top spot in terms of fee income, even before the merger with KMG Thomson McLintock which took effect from April 1. Most of the figures in the table relate to the year ended March 31.

In 1987-88, the combined Peat Marwick McLintock firm will earn fees of well over £200m, and be the leader by a very large margin compared with the pursuing pack, led by Coopers & Lybrand.

On average the big eight leading firms last year raised fee income by 25 per cent, which must reflect rapid inflation, as it is unlikely that chargeable hours can have risen by more than about 10 per cent.

Firms argue that the increases are partly justified by a greater proportion of high-valued added business, but pay levels have also been surging ahead, by perhaps 10 per cent to 12 per cent over the past

Rank	Firm	1986 (£m)*	Change 85/86 %	Non-audit fees (£m)†	Partners	Prof. staff	Prof. staff/partner ratio	Total prof. staff	No. of offices	Fees/partner ratio (£000)	Fees/total prof. staff ratio (£000)	Year end
1	Peat, Marwick, Mitchell††	146.8	28.3	51.4	278	4,042	14.5	4,320	43	528.1	34.9	31.3.87
2	Coopers & Lybrand†	143.0	19.8	77.0	310	3,346	10.5	3,576	37	461.2	40.0	31.3.87
3	Pricewaterhouse	132.6	22.2	64.2	262	3,549	10.5	3,325	19	495.0	42.8	31.3.87
4	Deloitte Haskins & Sells**	121.1	22.0	53.3	244	2,916	11.9	2,689	24	460.8	35.3	31.3.87
5	Ernst & Whinney	100.7	21.5	n.a.	214	2,444	12.4	2,858	24	470.0	35.3	31.3.87
6	Touche Ross	93.6	22.4	48.6	221	2,287	10.3	2,508	22	424.0	37.3	Apr. 87
7	Arthur Andersen	91.3	36.1	57.5	221	1,854	14.0	1,986	15	691.7	46.8	31.3.87
8	Arthur Young	90.0	28.0	42.4	202	2,152	11.2	2,435	22	446.5	35.6	15.5.87
9	Grant Thornton	67.0	15.5	n.a.	267	2,151	8.1	2,418	56	251.0	27.7	31.3.87
10	Binder Hamlyn	61.8	10.6	30.9	221	1,844	8.3	2,065	36	277.6	29.9	30.4.87
11	KMG Thomson McLintock††	60.4	21.0	21.1	141	1,798	12.8	1,939	22	428.4	31.2	31.3.87
12	Spicer & Pegler**	54.0	22.0	26.0	172	1,570	9.2	1,714	34	220.9	28.7	30.4.87
13	Fannell Kerr Forster	38.0	21.8	14.8	172	1,308	7.6	1,480	34	220.9	28.7	30.4.87
14	Moore & Rowlands††	32.1	16.3	n.a.	180	1,434	5.7	1,214	42	176.3	24.4	30.4.87
15	Clark Whitehill†	29.4	25.1	10.5	183	1,213	6.6	1,396	60	160.7	21.1	31.3.87
16	Stoy Hayward	27.6	30.2	10.5	92	702	7.7	794	9	308.8	27.8	31.12.86
17	Nesbitt Russell	21.6	14.9	n.a.	74	571	7.7	645	21	221.9	33.5	30.4.87
18	Robson Rhodes	20.6	17.7	9.2	76	532	6.9	599	14	271.1	34.4	30.4.87
19	Moore Stephens††	19.4	17.0	10.7	111	585	5.3	696	40	174.8	27.9	30.4.87
20	Hodgson Impey	18.0	9.1	n.a.	70	424	6.9	714	22	200.0	25.2	30.4.87

NOTES: *Not of recoverable expenses, including tax, insolvency, management consultancy. Audit fees include accounts and accounts related work. †Peat, Marwick, Mitchell and Co and KMG Thomson McLintock merged in 1987. Combined figures for 1987 would have been as follows: Peat £207.2m, KMG £60.4m. Non-audit fees £72.5m. No. of Partners 419. No. of professional staff 5,840. Professional staff earnings ratio 12.0. Total professional staff £230. No. of offices 40. Fees/partner ratio £284.50 and fees/total professional staff ratio £28.100.

††Brierley Hamlyn's figures include Pearson Farrow who merged with Brierley Hamlyn. Brierley Hamlyn's fee income increased by 15% while Pearson Farrow's decreased by 4%.

[Includes exclusive associates: in the case of Moore & Rowlands the figure without exclusive associates is £20.3m increase of 31% on 1986.

Year. Competition for new graduates has intensified, and starting pay this summer is up from £8,000 to £8,750 at Coopers & Lybrand, and is £9,000 at Arthur Andersen.

Accountants are operating at the centre of the fastest growing sector of the economy, financial services. Mr Don Hanson, managing partner of Arthur Andersen, says: "The demand

out there is enormous in the City and the financial community generally." Andersen, though only in seventh place, showed the fastest growth rate of all in 1986-87.

It employed 181 per cent more people and increased its chargeable hours by 22 per cent. The firm is perhaps best known for its computer consultancy business, which has enjoyed extraordinary growth in the

wake of Big Bang. All eyes are on the progress of Peat Marwick McLintock. So far the integration of the two firms appears to have been reasonably smooth, and rival firms' hopes of internal reductions and client losses do not appear to have been borne out.

Mr Brandon Gough, senior partner of Coopers & Lybrand, the displaced number one firm, says: "We are still satisfied with

our growth over the longer term. It is too early to say whether Peats are right or not. If there are to be further firms, there are more likely to be among themselves, than involve the swallowing-up of second-tier firms. But a big right combination would have to be justified by international considerations, as Peat Marwick KMG was.

Apart from Spicer & Pegler, which is determined to remain independent, other firms in the lower part of the top 20 are probably too diffuse and diversified to be attractive to the big eight, which would risk too much dilution of their earnings per partner.

The profession is being polarised because of a steady loss of public company audits by second-line firms. Increasingly, companies are moving to

the big eight, with their greater prestige and better international connections. There is still plenty of business for smaller firms, but the middle ground is coming under pressure. Fee income growth for the second 10 has averaged 20 per cent, which may be an indication of the real trend because of the effect of mergers and the inclusion in some cases of loosely-linked associates.

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THE MERCEDES-BENZ T SERIES: 200T, 230TE, 300TE and 250TD

**Mercedes-Benz prove it once again.
An estate doesn't have to be ugly and boring.**

You may choose a Mercedes-Benz estate for practical reasons but you'll soon come to think of it as an inspired choice. No other estate car is so admired. Then again, no other estate car is engineered like a Mercedes-Benz.

The T-series didn't start life as a saloon car stretched to accommodate extra loads. It started life as an estate car, purpose designed. And functional though it is, it's one of the most elegant cars in production today.

Clean-cut, sleek looks add significantly to its slipperiness, evidenced by a drag coefficient of just 0.34. An impressive figure when you consider the priority Mercedes-Benz put on the practical nature of an estate car. Other innovative technical achievements are equally significant.

Under the bonnet of the 300TE lies a powerful engine featuring microprocessor controlled ignition and electro/mechanical fuel injection. The single overhead cam, straight six delivers 188 bhp from its 3 litres and the four-speed automatic box has both sport and economy settings.

The performance, as a result of all this meticulous technical nurturing, is remarkable. Without any undue stress, to either engine or driver, the 300TE can gracefully exceed 130 mph. Should you wish to pass 60 mph in the shortest possible time it will take less than 9 seconds (manufacturer's figures).

The much sought after 200T and 230TE share the same aerodynamic good looks but have very efficient 2 litre and 2.3 litre, four cylinder engines, respectively. The 250TD has an even more economical 2.5 litre, five cylinder, diesel engine. To prove the point, official figures for the 250TD, 5-speed manual are 29.7 mpg in the simulated urban cycle, 48.7 mpg at a constant 56 mph and 36.2 mpg at a constant 75 mph. Yet the diesel is capable of over 100 mph (manufacturer's figure).

As you'd expect from a Mercedes-Benz the roadholding is very sure-footed. On all T-series the multi-link rear suspension system incorporates a self-levelling device, so irrespective of the load carried and the road surface, they retain their composure.

The wide-opening tailgate glides up and down on two gas-filled struts. It even has its own electric motor to pull it firmly shut. The exceptional load space has a flat floor, is clear of any obstructions and can be progressively enlarged to accommodate bigger loads.

Not only is there plenty of room for unusually long and awkward shapes but plenty of ways to fit them in. The rear seat can be divided and the front passenger seat folds back to give five different load space combinations.

Besides loads of room there are loads of seats. An optional, rear-facing, retractable row of seats suitable for two children, increases to seven the number of people a T-series can carry in comfort.

"Performance Car," who recently tested a 300TE against its two main competitors, called it "Superbly engineered and executed with a degree of attention to detail that neither of the others can match."

All this adds up to the T-series being not just a practical car but a desirable object, to boot.



Engineered like no other car in the world.

Tory legislation 'could cut council spending by 30%'

BY RICHARD EVANS

SPENDING BY local authorities in England could fall by more than 30 per cent over the next five years if the Government goes ahead with all the legislation affecting the responsibilities of councils pledged in its election manifesto.

This is the estimate of Mr Howard Davies, controller of the Audit Commission, the local government financial watchdog.

He feels that local government is at a turning point because of Mrs Thatcher's planned assault on town halls through bills on education, housing, contract tendering and rates reform.

The independent commission has made a series of assumptions on the impact of the proposed legislation and has drawn some startling conclusions on the results for local government in England.

Total expenditure of just over £30bn last year would drop to £20.9bn, a fall of more than 30 per cent in the lifetime of the present parliament with just over half the reduction coming from education.

Implications for individual councils would vary widely, with average shire county expenditure of £301m dropping 34 per cent to £198m. The expenditure of a typical metro-

politan district might fall by 35 per cent, from £221m to £143m. The shire districts would probably come off best in relative terms, dropping only 28 per cent, from £18m to £13m. The impact on local authority manpower would be equally dramatic. The total number of full-time equivalent manpower employed last year was 1.9m and the assumptions show that this would be reduced to under 1.2m, a fall of 37 per cent, or over 714,000 jobs. It is stressed that these jobs would not be lost as most would be transferred to the private sector.

The assumptions on which the calculations are based include half of the school service being transferred to the private sector and half of the existing housing stock no longer being council managed through a combination of sales, tenant management and housing action trusts.

In the six areas of local authority services to be subject to contracting out to private tender—refuse collection, street cleaning, building cleaning, ground maintenance, vehicle repair, and catering—it is assumed that a "modest" quarter of the work will go

to private companies.

Mr Davies stresses there is no "magic" involved in the calculations. "They may be way off the mark but they give some idea of the scale of change which could occur if authorities do nothing."

He sees three possible strategies for local authorities in what promises to amount to a prolonged siege. First would be to "trench warfare" which has not been a great success in the past; second would be to raise the white flag and surrender to government pressure; the third would be to meet the challenge by taking the initiative.

Among his suggestions are to trim voluntarily, central overhauls by setting up internal charging systems to keep central services on their toes; instituting tenant management groups in housing estates to improve services, persuading leading school governors and parents to stay within the local education authority if their needs were better met; and co-operating with the local inner city task force.

The best of local authority service provision has nothing to fear from competition. The worst, equally, would not survive five minutes in the open market place," he warns.

R and D workload increases says survey

By Michael Skapinker

TWO-THIRDS of research and development establishments report an increase in new project work and a similar proportion are optimistic about prospects, according to a report published today by Research Regional Surveys.

The report, based on information provided in April by research associations and R and D departments of industrial companies, says 63 per cent of respondents expressed optimism about the future, compared with 47 per cent in 1986.

Sixty-six per cent reported an increase in new project work, compared with 52 per cent last year. Fifty-five per cent said they had an increase in inquiries, up from 50 per cent last year.

Half of those surveyed said they intended to increase staffing over the next 12 months. This was the largest proportion to do so in the four years that this question has been asked.

Basic pay in R and D rose 7.5 per cent in the 12 months to April compared with 5.1 per cent for similar grades in general industrial and commercial organisations. The median basic salary for a research director in a company is £33,950, while the holder of a similar position in a research association would earn £28,215. The median salary for an R and D manager in both a company and a research association is about £20,700.

Research and Development Survey 1987, Research Regional Surveys, 1 Mill Street, Stone, Staffordshire ST15 8BA; £100.

Philip Stephens analyses pressure to loosen Treasury purse strings

Spending watchdog in tough scrap

MR JOHN MAJOR began his job as Chief Secretary to the Treasury with the traditional stern warning on the need for the Government to stick to its public spending targets.

His colleagues, the spending ministers, have responded in their time-honoured fashion, submitting bids for extra expenditure allocations totalling several billion pounds.

As the initial skirmishes in the public spending round get under way, the signs are that it is Mr Major who is in danger of ending up on the losing side.

It might have been thought that the Treasury's defeat in last year's bargaining — it was forced to add nearly £10bn to previously announced targets — would have left Mr Major with

The most obvious pressure comes from public sector pay

a relatively easy job. As the cash targets for the three years from 1988-89 come under scrutiny, however, it is clear that he has inherited an unenviable task.

Recalcitrant local authorities, buoyant public sector pay, and a spate of pre-election promises have all contributed to the problems.

The table shows the scale. The original cash target for 1988-89 always looked difficult to achieve. With inflation slightly higher than anticipated, it now implies a slight fall in the volume of spending. That is something the Government has managed only once since 1979.

To secure it again, the present plans imply a real cut of nearly 3 per cent in defence spending, a freeze on the health service, a limit of 1 per cent on increased spending on education, and a cut of approaching 10 per cent in housing

THE PUBLIC SPENDING SQUEEZE (£bn)			
	1987-88 plans	1988-89 plans	1988-89 needed to match inflation
Defence	15.78	15.98	15.53
European Community	0.87	0.44	0.90
Employment	4.03	4.22	4.19
Transport	5.74	5.08	5.25
Housing	3.28	3.02	3.33
Education	16.40	17.25	17.27
Health	19.12	19.87	19.88
Home Office	44.00	47.50	47.84
Home Office	4.21	4.42	4.46
Total (including other)	148.62	154.20	154.56

allocations. There is a contingency reserve of £5.5bn, from which perhaps £2bn could be allocated at the time of the Autumn Statement for priority programmes. That, however, would make only a small dent in the demands for extra cash from spending ministers.

The most obvious pressure, and one spread across a number of departments, comes from public sector pay.

Generous pre-election settlements for teachers, nurses, and lecturers, and the local authorities' offer of a double-figure settlement to manual workers in return for changes in working practices, are the clearest examples.

Although many of the deals are phased, and allowance was made for the teachers' settlement in the previous spending round, the average value of deals this year is running at close to 7 per cent, 3 per cent above the inflation rate.

The cash implications were reflected in the decision last week to allocate £370m from this year's contingency reserve for nurses' pay, and an additional £100m for teachers. Those extra payments are built into the base for next year's spending.

In terms of programmes, some of the strongest demands will come from the health service. Demographic trends and

higher inflation in medicine than elsewhere mean that the health service probably needs a real increase in spending of 2 per cent a year just to stand still. It is faced with a freeze.

At education, Mr Kenneth Baker will argue forcefully that pushing through planned reforms of the system cannot be done without more cash.

The Ministry of Defence is expected to offset part of the impact of planned cutbacks through efficiency savings and a much-improved procurement system. The service chiefs, however, are unlikely to accept that the Treasury can impose a substantial real cut, when its pay bill has just risen by 6 per cent.

Social security expenditure, much of which is demand led, is likely to cause further problems. The Treasury insists that it has set more realistic targets than hitherto for such outlays, while the fall in unemployment should help relieve some of the pressures. Already this year, however, it has been forced to add £230m to its previous target. Next year's figure implies a real cut in spending.

The Government's much-vaunted inner cities initiative will probably result in bids for extra money from perhaps four or five departments ranging from trade to employment.

Running across the various departments is the problem posed by the Treasury's inability to control local authority

spending, which at £40bn accounts for about a quarter of all outlays. The target for 1988-89 suggests a fall of more than 1.5 per cent in the volume of spending, an out-turn that even the most optimistic in the Treasury concede is unachievable.

The expectation that the European Community bill will fall sharply next year is similarly unrealistic. It already seems likely that contributions this year will be at least £200m higher than planned.

Mr Major does have one or two things on his side. A buoyant stock market has pushed up the receipts from privatisation, which in the Government's accounting practices are regarded as negative public spending. A decision to raise

A buoyant stock market has pushed up privatisation receipts

the receipts target from the present £5bn to, say, £7bn in 1988-89 could keep a number of spending ministers happy.

Last year's defeat may also have given him a more fundamental let-out. The Government's stated aim previously was to keep spending roughly constant in real terms. That was changed to ensure spending continued to fall as a proportion of national income.

This means the £154.2bn target could be raised by £2bn or £3bn while still allowing the Treasury to claim a fall as a proportion of national income.

The problem is that such a move would involve breaking the cash targets the Government had set itself for the second consecutive year and could, therefore, decisively undermine the system of cash planning which the Government has sought to establish as the essence of policy.

Cambridge planners criticised

BY PETER MARSH

A GROUP of industrialists and other leading figures connected with Cambridge, Britain's leading high-technology city, have criticised planners for failing to provide for continued growth of science-based companies.

In a paper sent to Mr Nicholas Ridley, Environment Secretary, the group says the structure plan for the county, drawn up by the county council and due to be officially ratified next year, contains policies that "do not fully appreciate the long-term potential of the area and the already strong internal and external pressures for development."

The document was drawn up by a committee including Mr Richard King, chief executive of Cambridge Electronic Industries; Mr Bryan Long, managing director of Acorn Computers; Mr Matthew Bullock, corporate finance director of Barclays Bank International; Mr Graham Minto, chairman of Dordino Printing Sciences; Professor Gordon Cameron of Cambridge University's Department of Land Economy; and Mr Nick Segal, of Segal Quince Wickstead, a Cambridge consultancy. Cambridge has moved into the public eye because of the

establishment in the city, mainly over the past 10 years, of some 450 technology-based companies in areas such as computers, instruments and biochemistry. They account for 17,500 jobs, equivalent to 13 per cent of the local workforce, which is twice the average for high-tech employment in Britain.

In its paper, the group says that the planning of the Cambridge area is important for the whole of Britain. Failure to provide adequate resources for high-technology companies and their staff could result in existing firms in Cambridge expanding at a slower rate and new businesses deciding to set up elsewhere, perhaps outside Britain. This "would represent a lost opportunity for economic growth of precisely the kind that Britain badly needs."

The key issue for Cambridge, says the paper, is how to provide for high-tech expansion, while at the same time preserving the special characteristics of the city. The high-technology surge has increased traffic and house prices have soared as large numbers of highly-paid people have been attracted to work in the region.

The group suggests that if action is not taken to reduce some of the undesirable effects of growth, the pleasant environment of Cambridge will be ruined, removing one of the aspects to the city that many of the high-technology companies had appealing.

The group says the solution is to siphon off some of the development to other attractive towns north of Cambridge, such as Ely, St Ives and Huntingdon, while at the same time permitting more house building on the city's northern outskirts. There is also, says the paper, a need for one or two satellite villages to cope with the pressure for more houses.

The draft county plan, due to undergo a public examination in October before being accepted, possibly with modifications, by the Environment Department next spring, is, according to the group, "permissive rather than positive" about the need to channel developments to these other towns.

As a result, growth could occur in a random, dispersed way, which could put more pressure on Cambridge and add to rather than diminish housing and traffic problems.

Oxford 'should create science park'

BY PETER MARSH

OXFORD should catch up with Cambridge and establish a science park to act as a focus for high-technology industry, according to a study by the Oxford Trust, a group of scientists and industrialists. Oxford University, together with Oxford City Council, has considered for some years setting up a science park, so far with little sign of action. Cambridge, meanwhile, started its science park in 1973, providing much of the early momentum

for the expansion in science-based companies there.

According to the Oxford Trust, a science park in the city could act as a magnet for new companies and cement links between academic departments and existing high-tech organisations around Oxford. Oxfordshire is home to several government research establishments and has a total of 150 science-based companies, according to a survey by Ms Helen Lawton-Smith, of the univer-

sity's geography department.

The report says that being behind Cambridge in science parks may not matter too much. "Some companies have been attracted to Oxford rather than Cambridge because they feel that the process of science-based development is at a much earlier phase here."

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THE MONDAY PAGE

Who's afraid of re-entering Bretton Woods?



JOHN PLENDER

HERE IS good news for all those who regret the demise of the Bretton Woods fixed rate system in the early 1970s. A group of American businessmen and academics regards the possibility of a return to fixed rates

as enough of a threat to justify the existence of a body called the American Coalition for Flexible Exchange Rates.

This Washington-based non-profit making body is apparently engaged in a study of the international monetary system. And in its publicity material it generously promises to "share its findings, beliefs, and conclusions with Congress, the Administration and others through testimony, publications and symposia."

It is not hard to see why some of the people behind this rather esoteric example of American interest group

politics should have been tempted to swing into action. Founding members included leading figures at the Chicago Mercantile Exchange. The big commercial banks such as Chase Manhattan, Chemical and Harris Trust are represented. So, too, are investment bankers Drexel Burnham Lambert of junk bond fame.

The Chicago folk have, of course, a powerful interest in promoting a high level of unfettered market activity in everything from yellow grease and pork bellies to currency futures. As for the commercial bankers, they derive substantial profits nowadays from foreign exchange dealing. Both they and the investment bankers also make big profits by offering their clients a plethora of new financial instruments designed to provide a hedge against currency volatility—a job that

used to be shouldered primarily by central bankers—under the Bretton Woods regime.

For those who thrive on market volatility the warning signals have been flashing since September 1985. For it was then, at the Plaza Hotel in New York, that the group of five leading industrialised countries agreed on co-ordinated exchange rate intervention to bring down the dollar against the world's other main currencies.

The free marketeers argue, not unfairly, that this was simply a case of governments muscling in on the market's act, since the dollar started its long slide in February that year. The central bankers' come-back was also marred by the development of disagreements about where the slide should stop, and the anti-interventionists presumably thought their case vindicated by the apparent collapse of the yen-dollar pact forged by US Treasury Secretary James Baker and Japanese finance minister Kiichi Miyazawa at the turn of 1986.

Since the Group of Seven's Louvre Accord in Paris this year, however, it has been a very different story. As private capital flows into the US dried up, central banks took on the task of financing the bulk of the US current account deficit. Their initial efforts were accompanied by a fair measure of exchange rate volatility, which led the Bank for International Settlements, among others, to conclude that it was much easier for central banks to precipitate the realignment of a currency than to stabilise it.

But since the annual report of the central bankers' bank went to press, the dollar appears to have stabilised.

This must rank as something of a triumph for the central bankers. For the timing of this successful operation was such as to guarantee them substantial profits. And having prevented the dollar from overshooting further downwards they have encouraged private investors, most notably the Japanese institutions, back into the market to take advantage of the increased gap between yen and dollar interest rates that has opened up since the beginning of the year.

At this point we should, perhaps, return to the American Coalition for Flexible Exchange Rates and acknowledge that its members stand for some heavyweight arguments as well as special interests. One of them, Mr Henry Reuss, former chairman of the House Banking Committee, puts the case in

the following colourful terms. "If the governments of the great democracies will pursue sensible policies aimed at full employment without inflation for themselves and with an eye on how these policies affect their neighbours, the resulting flexible exchange rate system will work well. For these governments to fail to pursue sensible policies, and then cover up their failure by manipulating exchange rates in the name of international monetary reform would be a cosmic con-trick."

Mr Reuss' central point is that if governments get the balance of their fiscal and monetary policies right, the exchange rates will look after themselves.

No doubt his opponents would argue that there is little evidence, since the collapse of the Bretton Woods system, to prove this assertion; and one thing we do

know for certain is that the most rapid period of economic growth the world has ever known, which came in the aftermath of the Second World War, took place within the framework of fixed exchange rates. That said, many supporters of exchange market intervention ought to acknowledge that Mr Reuss has at least got the broad balance of priorities right. If the trade disequilibrium between the US and Japan is a reflection of the underlying imbalance between savings and investment in the two economies, then exchange rate realignments will not be enough to resolve the trade problem. Without fiscal adjustment, exchange rate volatility will inevitably reassert itself and the central bankers may have to start all over again in less auspicious circumstances.

INTERVIEW

Down on the farm

Alan Friedman talks to Raul Gardini, head of Ferruzzi

IT IS just a few minutes past nine in the morning, but Raul Gardini is having a jolly old time. We are seated in an office in front of his 16th century palazzo in Ravenna, on Italy's Adriatic coast, at the world headquarters of Mr Gardini's Ferruzzi International agro-industrial empire. We are watching television. More precisely, we are watching a videotape of a lengthy interview which the 54-year-old billionaire has given to Italian state television.

I had planned to view the tape alone, before sitting down with Mr Gardini. But when he

a parvenu or how it feels to emerge, in less than two years, from "illustrious obscurity to become the second most powerful industrialist in Italy." Instead, Raul Gardini, the backwoodsman of Italian capitalism, chuckles and then draws ever more intently on his cigarette before suggesting that we go to his garden and "set to work."

The quiet elegance of his Renaissance courtyard only hints at the power of a man who controls \$20bn (£12.5bn) of stockmarket holdings, while the mansion's interior reflects his almost obsessive taste for things English: all the elements of a huntin', shootin', fishin' lifestyle.

Precious little has been publicly known until recently about Mr Gardini or about the previously discreet and secretive Ferruzzi empire, which was founded as a cereals trading company after the Second World War by Serafino Ferruzzi, Mr Gardini's late father-in-law. He died in 1979 when his Lear jet crashed into a house near Ravenna.

What is known—aside from the man's passion for sailing, his love of a newly acquired palazzo on the Grand Canal in Venice (said to have cost \$7.5m) and his annual Christmas holiday at a 50,000-acre ranch in Argentina—is that Mr Gardini has been so active in recent months that he has even eclipsed his friend Carlo



Glyn Gwin

de Benedetti, with whom he has formed an important business and shareholding alliance.

Ferruzzi, with 10,000 employees and 1986 revenues of more than \$8bn, is Europe's biggest sugar conglomerate, its leading grain and cereals trader and with the recent \$631m acquisition of the European operations of CPC—the largest corn starch producer.

In Italy, Ferruzzi dominates the soyabean market, is the largest concrete and cement producer and owns the biggest fleet of bulk carriers. The group's roots are in agriculture (it owns 2.5m acres of land in Europe, the US and South America). But by far its most spectacular move has been to acquire effective control (40 per cent) of Italy's second largest private concern, the Montedison chemicals, energy and financial services group. When Montedison's \$10bn of annual turnover is added to the Ferruzzi group's, total revenues come to \$18bn a year, not far from the \$22bn of Fiat, the country's

biggest private sector concern. This is not bad going for a man who failed maths at 15, didn't like school much and never made it through university. Mr Gardini recalls that his father, a wealthy Ravenna landowner, was authoritarian. He says he has tried to be different.

He is speaking of how he began his career working for his father's best friend, Serafino Ferruzzi, when the telephone rings. It is Mario Schimberni, the Montedison chairman who is said to have been none too pleased at Ferruzzi's arrival as controlling shareholder.

Although he later heaps praise upon Schimberni and the Montedison management, Mr Gardini is polite and formal with the Montedison chief, calling him "Dottore Schimberni" and using the "lei" form of address, which in Italian is either a sign of respect or a way of keeping a discreet distance.

It is with the same polite reserve that he discusses Gianni

Agnelli, the Fiat chairman who in 1985 received a rare rebuff from Mr Gardini, when he offered to sell him a 17 per cent share stake in Montedison. Although he harboured an ambition to take over Montedison even then, Mr Gardini told Mr Agnelli he was not interested and went on to buy control mainly in the market. "I am pleased I did it my way," he says with pride, adding that he feels more independent since declining Mr Agnelli's proposal, which included taking a stake in Genina, a holding vehicle controlled indirectly by Fiat.

He speaks of the alliance with de Benedetti, which has seen the two men swap shareholdings in their holding companies and act as fellow shareholders in publishing, investment banking and stockbroking, as "a way of planting seeds." Will the Gardini-de Benedetti team do important things together in finance and industry in future? "Yes," he replies without elaborating.

Mr Gardini is described in Italy as someone who "thinks a lot and says little." It takes some probing to obtain something approaching a clear response to the question: why did he spend \$1.6bn (\$205m from the Ferruzzi family coffers and \$1.4bn raised on the stockmarket) to acquire control of Montedison?

There has been much talk of synergies between Ferruzzi's agro-industrial and Montedison's chemicals interests. Mr Gardini also mentions the "enormous potential" of Montedison's La Fondiaria insurance subsidiary. He agrees with analysts who point out that the yield on Montedison shares is less than a quarter of what can be earned by investing in Treasury bonds, but retorts: "I don't think a stockmarket 'investment' can yield the same as Treasury bonds."

And he then declares: "I got Montedison cheaply. Look at what ICI paid for Stauffer Chemicals (\$1.9bn). I value Montedison at many times its market capitalisation and I know of no other group in the world where you can spend just \$1.6bn and get a range of holdings such as it has. Montedison," says Mr Gardini, "is an excellent investment, leaving immediate returns aside."

As he believes in the long term, how does Montedison fit into his vision of becoming Europe's leading agro-industrial concern and just what is this vision all about? He breaks into his trademark smile. He has come, at last, to his favourite subject.

"Let me explain. We wanted to be a leader in industrial agriculture, in protein and carbohydrates. Okay, we have now reached our goals in this area, and we are fulfilled as a sector which has limits. But, in a world of commodities, this can be a destination or a new point of departure. Montedison is our way of going beyond our initial goals."

But what are the goals? Mr Gardini becomes evasive and

talks about a period of consolidation. When pressed, he speaks at length about the crisis in world farming, about excess supplies of grain and cereals and about his plans to position Ferruzzi "for growth or at least for stability." His favourite theme is the idea of transforming agricultural surpluses into industrial intermediates: the processing of ethanol (a petrol additive) is his most vaunted project.

But surely this idea is as un-economic as the basis for his sugar empire—namely, the European Community subvention price? Not at all, Mr Gardini replies. The point is that there are 450m tonnes of surplus cereals in the world and politicians are coming round to the idea that something must be done.

As for the protected sugar and other quotas and price supports which help Ferruzzi earnings, he answers that such mechanisms exist because of dumping practices. While talking of sugar he admits that he felt bitter about the decision by Britain's Monopolies and Mergers Commission to reject his bid for British

Gardini prides himself on his close ties with the soil

Sugar. "What left me feeling bitter was that the British took so long over a year, to decide. They should learn to be more direct."

Directness is a quality which Mr Gardini sees in himself and he also prides himself on his close ties with the soil. He is known in Italian finance as Il Contadino, which can be translated politely as "the farmer" or less so as "the peasant."

How does the feel about the epithet? The man who flies one of his five private jets to at least two or three European capitals each week shrugs and says he does not mind the term "because it symbolises many of our values."

Actually I am more a farmer than a peasant. But as the word *contadino* means working hard with one's hands, and I have certainly been rolling up my sleeve lately, I suppose the term will do."

But what are the goals? Mr Gardini becomes evasive and

The law is failing the children



THE INCOMPREHENSIBLE maltreatment inflicted on so many children by their parents—the very people who owe them comfort and protection—presents a profound challenge to a civilised society. For a long time, however, society found that the phenomenon of child abuse was so unpalatable that it averted its eyes from the problem and failed to establish a comprehensive child protection service.

Recent days have brought signs of an abiding public awareness of a social problem that calls for calm study and careful legislation.

The judicial inquiry into child sexual abuse ordered by the Government in the wake of the Cleveland revelations is the latest in a series of child abuse inquiries over the past 15 years. Also, last week brought the most decisive of all the rulings of the European Court of Human Rights against the British Government—five social authorities in England and Wales were found to have violated two articles of the European convention on human rights when they failed to accord parents of children taken into care certain procedural safeguards about rights of access, and other official actions leading to adoption.

The Government largely anticipated the Strasbourg ruling in its white paper of January 1987, the Law on Child Care and Family Services (HMSO), the product of a three year long review of child care law following a report of the House of Commons select committee on social services.

The various inquiries in progress will address the central issue of the nature and extent of official intervention in the lives of some families in the name of child protection. Over the years, fairly comprehensive administrative arrangements have been established for detecting and following up suspected cases of child abuse. But there is a good way to go before the number of such cases can be reduced to a minimum.

The public has blamed social workers primarily for failure to prevent serious harm or death to children at the hands of their parents. Some would say that social workers have been picked on as society's scapegoats. But since 1970, the law has consistently placed the task of investigating cases of suspected abuse—and taking children into care—exclusively on social services departments of local authorities.

In fulfilling that role social workers have been caught up in the cross-fire of competing public demands. Parents vociferously claim the right to rear their children without interference from public authorities. The interests of children, on the other hand, demand effective protection from abusing parents—an interest which can be advanced only by agencies of government.

Recent studies and inquiries have demonstrated that while social services are the main agency for child protection, much depends on the work of auxiliary agencies. General practitioners and hospitals have needed to be more alert

to reports of suspected abuse and they have generally responded well. Improved medical techniques for detecting sexual abuse which in the past went unnoticed and undiagnosed have aroused greater public concern.

Unlike physical abuse, which is readily detected, sexual abuse is often not easily discernible, and detection may depend on observing interactions within the family. However, detection of sexual abuse ought not, therefore, to be confined to examination in a medical setting but should be made primarily in the home.

Health visitors provide the other front line agency for preventing child abuse. The proclaimed, fundamental aim of the health visiting service is to fulfil a preventive and educational role. Health visitors have been taught to regard their task in that light, and not to become engaged in crisis intervention. This is now changing. It is becoming recognised that the most effective way of preventing harm to the health and development of children—particularly those under 5 years who do not come under the school health service—is precisely to intervene in a crisis.

What emerges from this is a growing acceptance—and not just by way of lip service—of the need for a multi-disciplinary approach. Health visitors are increasingly alive to the fact that they are better able than social workers to gain access to the "unsafe" child in the home; social workers are widely regarded by parents as invaders, come to take their children into care; health visitors do not arouse such hostility. They are perceived as agents of a caring medical service that has no such interventionist ambitions.

This realisation is propelling the health services towards the creation of a joint child protection service that will work effectively in the interests of children at risk of parental abuse. Here the law is vital as the provider of a clear framework within which social and health agencies can operate. But the existing law lacks both clarity of purpose and effective provisions. For example, there are currently no fewer than 20-odd ways in which a child can be taken into care, and a good deal of the legislation leaves those who have to operate it in doubt as to what it actually provides. It is the product of piecemeal legislation over the last 50 years, and there is an urgent need to bring it into a single code.

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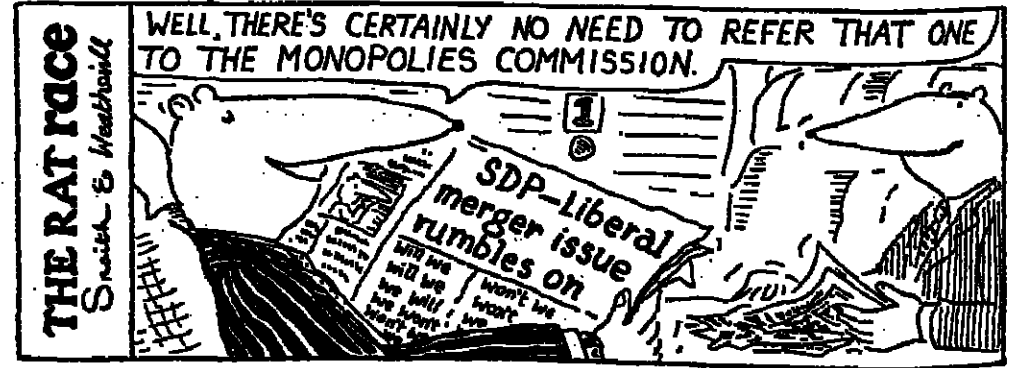
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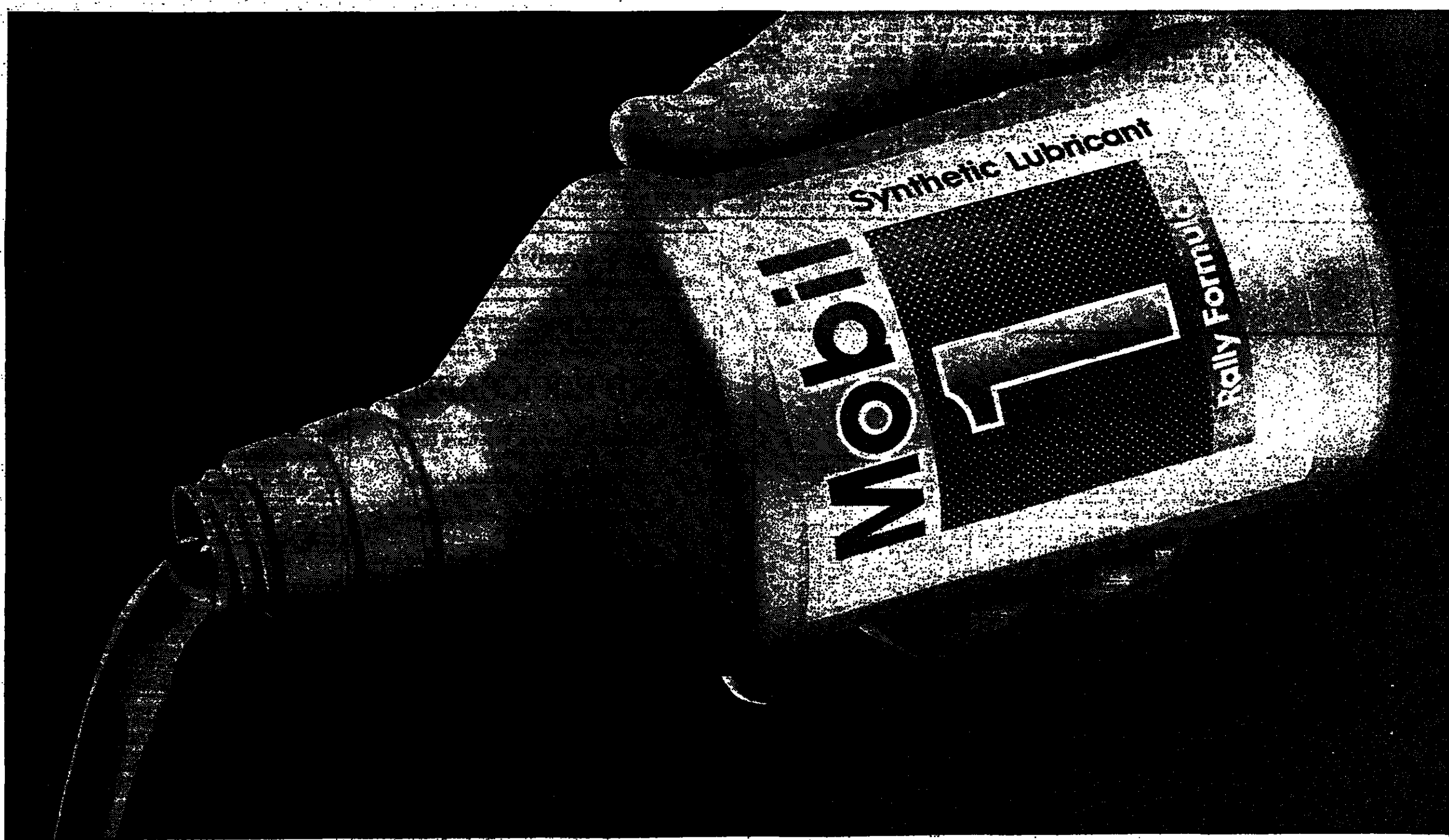
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MANAGEMENT

"FOR YEARS Avon Rubber had limped from one crisis to another," says Tony Mitchell. "Somehow we managed to survive. But the best thing we could say about ourselves was that we were damn good survivors."

When Mitchell became chief executive early last year he realised that the British company had to change. Avon, based in West Wiltshire and a manufacturer of tyres since the turn of the century, had bailed itself through the turbulence of the tyre market in the 1970s and early 1980s—but only just. In the last year and a half Avon has embarked upon a major efficiency programme. Management consultants have been drafted in to look at every area of the business. The company is now in the throes of implementing their recommendations: jobs have been lost, roles redefined and new systems devised to ensure that each production plant works as efficiently as possible.

The programme has had its fair share of problems but Avon can already discern radical improvements in productivity and a tangible change in the culture of the company. After years of crises Avon hit the nadir of its fortunes in 1982. For decades it had struggled, as a small tyre producer in the south-west of England, against the multinationals like Dunlop and Michelin; but in 1982 these problems were compounded by chronic overcapacity within the European commodity tyre market.

Avon came close to collapse. Like many British companies at the time it had no option but to rationalise. Tyre capacity was cut by a third and more than

Avon Rubber

Reviving punctured fortunes

Alice Rawsthorn explains why the UK tyre maker is undergoing a comprehensive shake-up

800 people made redundant. These cuts solved the immediate financial problems. Avon then broadened its business base by diversifying away from commodity tyres—where it could not compete with the multinationals—into specialist tyres. It also augmented other product areas such as industrial polymers. Many were long-established Avon businesses but had been under-developed in the past.

As a result Avon's financial performance has improved markedly. Profits have recovered throughout the mid-1980s—rising by 35 per cent to £6.1m in 1985-86 and rising to £5.4m in the first half of the present year.

Obviously Avon had completed its recovery 18 months ago. Behind the scenes, however, the picture was less benign. "By our old standards we were doing very well," says Mitchell. "But we were working within extraordinarily favourable conditions. None of the fundamental problems had gone away. If another crisis came along it would probably be our last."

He identified the key problems as the inefficiency of Avon's production process and the defeatist mood of its management. He was also concerned that the company had become

too stodgy. As the dominant employer in West Wiltshire the turnover of its staff is very low. Most of its managers are long-serving employees. Tony Mitchell, at 53 he has spent his whole working life at Avon.

The only solution, as he saw it, was a radical overhaul of the company to improve production efficiency and galvanise the management team. He felt that Avon had neither the resources, nor the will, to conduct such an overhaul internally. In autumn 1985 a management consultancy was drafted in to stage a pilot scheme at a small plant in Trowbridge.

The consultancy began by analysing the shortcomings of the production process. Many of the problems identified were relatively simple, such as the small "privileges" and "abuses" which creep into any company and swiftly become an accepted part of the production process.

Employees were allowed to finish their work three or four minutes before the end of a shift, for example, which meant that time was wasted because machinery was not running when the new person started work. Similarly two people often performed jobs which could easily have been done by

one. These anomalies were insignificant in themselves but taken together eroded the efficiency of the plant. This, in turn, contributed to a loss of management authority.

The consultants not only reviewed the plant's production system but scrutinised the role of management. A "performance profile" analysed the attitude and work of each manager. Many complained about the erosion of their authority and a lack of support from the board.

The managers were asked how much of their time they spent in active management. Most guessed 50 per cent—the consultants, on the other hand, gauged the average level of "active" time to be just 40 per cent.

The new systems were structured to eradicate these anomalies—to ensure that every area of the plant operates as efficiently as possible all the time—and to restore managerial authority. The number of eight-hour shifts at Trowbridge was reduced from three to two and its workforce cut by 30 per cent.

Avon has since extended the scheme to its largest plant, the tyre factory at Melksham, and to an industrial polymers

factory in Chippenham which manufactures defence-related products like hovercraft skirts and diving suits.

This part of the programme has been more complex given that these sites are larger and the production processes more varied. It has been implemented in seven stages, beginning in January and ending next month, and involves the loss of 550 jobs from a workforce of 2,400.

The job losses are only part of the programme. The remaining employees face a dramatic change in working practices involving a redefinition of jobs and multi-skilling. Working hours are tighter, time-wasting breaks have been eradicated and the working environment is more disciplined. Avon has sugared the pill with a 10 per cent pay increase for all remaining workers. It has also seized its chance to overhaul the pay structure and has harmonised pensions and rationalised pay grades.

Given that job losses are always emotive, especially at a time when a company appears to be doing so well, Avon has been at pains to communicate the reasons for the changes to its employees.

By and large the workforce received the job losses remarkably well. As Terry Fell, branch



Tony Mitchell: specialist tyres are part of broader base

secretary of the Transport and General Workers, the largest union, says, few employees harboured any illusions about the state of the tyre industry or about Avon's long-term problems.

The commonest complaint from the workforce was that Avon should have implemented an efficiency programme far earlier, preferably during the 1982 cuts. But as Mitchell points out, the company was then struggling for survival. It lacked the financial and mana-

gerial resources to effect such ambitious and expensive changes. The present programme will cost more than £10m.

The initial decision to call in an outside consultancy was unpopular. Managers perceived it as a threat to their authority, while management and workforce alike complained that the consultants were "abrasive" and "disruptive".

As Rod Fottow, personnel director of Avon Tyres, says, some of the "inefficiencies"

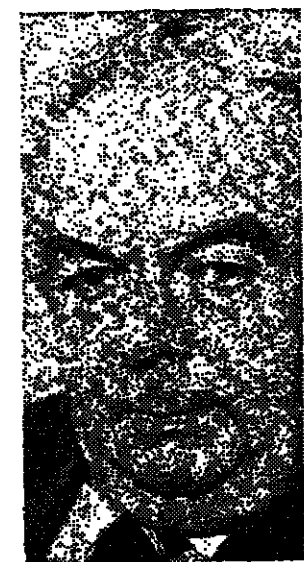
proved more difficult to tackle than the consultants' theory suggested. At Melksham some workers were used to taking showers 25 minutes before the end of their shift. The new rule that showers should be taken outside working hours has caused prolonged discontent.

Demand for Avon's products has been buoyant since the start of the programme. This has enabled it to reduce the number of planned redundancies—from the original 730 at Melksham and Chippenham to 550—and, perhaps perversely, to embark on a new staff recruitment programme.

But this has posed a parallel problem in that the remaining employees have been reluctant to work overtime during a period in which colleagues are losing their jobs.

But big and large the programme is deemed to be a success. Productivity has improved by 50 per cent at Trowbridge and by 40 per cent at Melksham and Chippenham. Mitchell is also confident that the culture of the company has changed and that its managers are both more disciplined and more dynamic.

The City certainly seems to approve. Avon's share price has already doubled since the start of the year. Peter Delington, engineering analyst at stockbrokers Hoare Govett, cites the efficiency programme as being crucial to Avon's re-rating. Avon is now in the throes of extending the programme into its plant at Bradford-on-Avon. It will then embark upon a "quality programme" to raise standards of service in every area of operation ranging from senior executives to the telephone staff on the Melksham switchboard.



John Lister: Holst with own petard

JOHN LISTER ceased to be chairman of ICI Fibres division on March 31. One month later he found himself chairman and chief executive of British Shipbuilders.

Neither move was planned. After 30 years with ICI, he was not even a job, one of the highest level roles in the management reshuffle which followed the consolidation of divisions. "In a way I was hoist with my own petard. I started at Fibres with a board of 10 and got it down to four. When that board went, I was sad, but I could see the logic."

Reluctant

At 56, he has made a career change that, at least at first sight, seems dramatic. How does a lifetime in chemicals, and a huge company in the private sector which has a strong culture of its own, make a man fit to take on one of the most

difficult jobs in the public sector?

Like other former ICI managers, he is reluctant to talk about his particular style—this is part of the culture, after all. But he says there are "extreme differences in the business philosophy and the way businesses operate within the ICI group. One advantage of being in ICI for as long as I was is that you had the opportunity of moving around and operating across a fairly broad spectrum."

When asked by Paul Channon, then Trade and Industry Secretary, to take on British Shipbuilders, he envisaged certain similarities in that industry and

in fibres as they used to be—"depressed markets worldwide, over-capacity which means depressed prices and low earnings. But the tough for shipbuilding is deeper and it does not lend itself to the same solutions as fibres. I did not know that until I came here."

Fragmented

The major European textile producers—there were only about eight—came together, with the help of the European Commission, to restructure their industry. "Companies in a strong position in a particular product became stronger in that and weaker in others. Bigger

A sudden leap into forbidding seas

John Lister tells Hazel Duffy exactly how different fibres are from shipbuilding

businesses emerged making a smaller number of products, and concentrated resources on research and development.

"In shipbuilding, it is different. The industry is fragmented in Europe into over 100 yards. It is not as coherent, which means one is starting from further back. The trade association is not as strong. Everybody can build more or less every type of ship, so specialisation along the lines of fibres is more difficult. And whereas there could be an attempt to control Far Eastern imports by mechanisms like the Multi-Fibre Agreement, ships are mobile so they cannot have a tariff imposed on them."

John Lister turned ICI Fibres from a loss of £80m to a profit of £50m in eight and a half years. No doubt his management record impressed the Government when it was looking for a chairman to succeed Philip Hares at British Shipbuilders, who had to retire unexpectedly because of ill health.

Importance

After ICI, he had not wanted to retire. He would have liked to have been director of the Science Museum where he could see all sorts of gaps in the preservation of Britain's

industrial history—but that job did not come up at the right time. The alternatives were running something in manufacturing, or the usual stuff of non-executive directorships.

A big, straight-talking Yorkshireman, who joined ICI at the Wilton complex on Teesside, he shares the same definite views of the importance of manufacturing industry to Britain as Sir John Harvey-Jones, his former chairman, whom he values as a "good friend." As it happened, they both left ICI on the same day.

"I am a firm believer that we must buy some things, make some things, and sell some things. And by definition, successful businesses sell more."

Nowhere could that task be more formidable than at British Shipbuilders. He is impressed by the "technological excellence in the industry. I perhaps had the impression that shipbuilding in Britain was always a genera-

tion behind but that is just not true."

Scope

The problem is the state of the market. There is scope for greater efficiency—"there always is"—and he believes that more progress can be made in this direction now that industrial relations in the industry at last are good.

"At the end of the day, a business is about making money and that means finding ways of meeting standards at lower costs." The way in which that is to be done is firmly in John Lister's hands. He intends to throw himself into the job, despite the fact that he knows—although he would never say so—that if British Shipbuilders had been in the private sector it would not be in business at all.

NOTICE OF REDEMPTION of Republic of Colombia

8 1/4% External Sinking Fund Bonds Due February 1, 1988

NOTICE IS HEREBY GIVEN, on behalf of the Republic of Colombia, that on August 1, 1987, \$750,000 principal amount of its 8 1/4% External Sinking Fund Bonds will be redeemed out of moneys to be paid by it to the Principal Paying Agent, pursuant to the mandatory annual redemption requirements of said Bonds and to the related Authenticating Agency Agreement and Paying Agency Agreement, each dated as of February 1, 1973, Manufacturers Hanover Trust Company, as Authenticating Agency, has selected, by lot, for such redemption the Bonds bearing the following serial numbers:

Coupon Bonds to be redeemed in whole:

M 43	871	1120	2838	3541	5483	8094	8972	10284	11481	12148	12938	14847	15007	19841	16133	16210	16288	16881	16923	17247
44	872	1188	2837	3542	5484	8176	8973	10285	11482	12149	12939	14848	15008	19842	16134	16211	16289	16882	16924	17248
45	882	2228	2841	3545	5485	8177	8974	10286	11483	12150	12940	14849	15009	19843	16135	16212	16290	16883	16925	17249
168	906	2422	2844	3720	5481	8308	8945	10583	11503	12182	13355	14825	15028	19847	16141	16250	16300	16884	16926	17250
307	912	2457	2877	3640	5421	8309	8946	10584	11504	12183	13356	14826	15029	19848	16142	16251	16301	16885	16927	17251
320	914	2460	2878	3642	5424	8354	8948	10587	11507	12222	13389	14828	15180	19850	16180	16252	16302	16886	16928	17252
328	950	2488	2898	4240	5508	8365	8949	10573	11708	12218	13370	14830	15181	19851	16181	16253	16303	16887	16929	17253
455	968	2474	3188	4244	5583	8368	8950	10575	11903	12220	13374	14832	15182	19852	16182	16254	16304	16888	16930	17254
470	970	2477	3189	4245	5584	8367	8951	10576	11904	12221	13375	14833	15183	19853	16183	16255	16305	16889	16931	17255
482	971	2488	3189	4246	5585	8368	8952	10577	11905	12222	13376	14834	15184	19854	16184	16256	16306	16890	16932	17256
481	979	2558	3184	4264	5642	8640	8943	10881	11841	12387	13386	14835	15185	19855	16185	16257	16307	16891	16933	17257
482	980	2570	3188	4265	5641	8641	8944	10882	11842	12388	13387	14836	15186	19856	16186	16258	16308	16892	16934	17258
481	1035	2571	3189	4267	5678	8644	8947	10883	11843	12389	13388	14837	15187	19857	16187	16259	16309	16893	16935	17259
482	1045	2784	3210	4318	5728	8646	8947	10884	11844	12390	13389	14838	15188	19858	16188	16260	16310	16894	16936	17260
576	1046	2790	3211	4320	5731	8647	8948	10885	11845	12391	13390	14839	15189	19859	16189	16261	16311	16895	16937	17261
588	1047	2794	3213	4319	5732	8648	8949	10886	11846	12392	13391	14840	15190	19860	16190	16262	16312	16896	16938	17262
614	1048	2796	3214	4320	5733	8649	8950	10887	11847	12393	13392	14841	15191	19861	16191	16263	16313	16897	16939	17263
642	1080	2900	3217	4734	5841	8744	8951	11426	12522	12772	13535	14975	15776	19108	16294	16295	16314	16898	16940	17264
661	1081	2904	3248	4892	7067	8830	10258	11427	12523	12773	13536	14976	15777	19109	16295	16296	16315	16899	16941	17265
670	1082	2906	3249	4893	7068	8831	10259	11428	12524	12774	13537	14977	15778	19110	16296	16297	16316	16900	16942	17266
686	1083	2908	3250	4894	7069	8832	10260	11429	12525	12775	13538	14978	15779	19111	16297	16298	16317	16901	16943	17267
841	1104	3231	3257	5474	8062	8885	10262	11431	12527	12776	13540	14980	15781	19112	16298	16299	16318	16902	16944	17268
845	1113	3235	3260	5475	8063	8886	10263	11432	12528	12777	13541	14981	15782	19113	16299	16300	16319	16903	16945	17269

Registered Bonds without coupons to be redeemed in whole or in part and the principal amount to be redeemed:

<u>Number</u>	<u>Principal Amount to be Redeemed</u>	<u>Number</u>	<u>Principal Amount to be Redeemed</u>	<u>Number</u>	<u>Principal Amount to be Redeemed</u>	<u>Number</u>	<u>Principal Amount to be Redeemed</u>	<u>Number</u>	<u>Principal Amount to be Redeemed</u>	<u>Number</u>	<u>Principal Amount to be Redeemed</u>
R 11...	\$ 5,000	R 429...	\$1,000	R 438...	\$1,000	R 458...	\$1,000	R 477...	\$1,000	R 496...	\$ 1,000
R 12...	5,000	R 430...	1,000	R 439...	1,000	R 459...	1,000	R 478...	1,000	R 497...	1,000
R 13...	5,000	R 431...	1,000	R 440...	1,000	R 460...	1,000	R 479...	1,000	R 498...	1,000
R 14...	5,000	R 432...	1,000	R 441...	1,000	R 461...	1,000	R 480...	1,000	R 499...	1,000
R 15...	5,000	R 433...	1,000	R 442...	1,000	R 462...	1,000	R 481...	1,000	R 500...	1,000
R 16...	5,000	R 434...	1,000	R 443...	1,000	R 463...	1,000	R 482...	1,000	R 501...	1,000
R 17...	5,000	R 435...	1,000	R 444...	1,000	R 464...	1,000	R 483...	1,000	R 502...	1,000
R 18...	5,000	R 436...	1,000	R 445...	1,000	R 465...	1,000	R 484...	1,000	R 503...	1,000
R 19...	5,000	R 437...	1,000	R 446...	1,000	R 466...	1,000	R 485...	1,000	R 504...	1,000
R 20...	5,000	R 438...	1,000	R 447...	1,000	R 467...	1,000	R 486...	1,000	R 505...	1,000
R 21...	5,000	R 439...	1,000	R 448...	1,000	R 468...	1,000	R 487...	1,000	R 506...	1,000
R 22...	5,000	R 440...	1,000	R 449...	1,000	R 469...	1,000	R 488...	1,000	R 507...	1,000
R 23...	5,000	R 441...	1,000	R 450...	1,000	R 470...	1,000	R 489...	1,000	R 508...	1,000
R 24...	5,000	R 442...	1,000	R 451...	1,000	R 471...	1,000	R 490...	1,000	R 509...	1,000
R 25...	5,000	R 443...	1,000	R 452...	1,000	R 472...	1,000	R 491...	1,000	R 510...	1,000
R 26...	5,000	R 444...	1,000	R 453...	1,000	R 473...	1,000	R 492...	1,000	R 511...	1,000
R 27...	5,000	R 445...	1,000	R 454...	1,000	R 474...	1,000	R 493...	1,000	R 512...	1,000
R 28...	5,000	R 446...	1,000	R 455...	1,000	R 475...	1,000	R 494...	1,000	R 513...	1,000
R 29...	5,000	R 447...	1,000	R 456...	1,000	R 476...	1,000	R 495...	1,000	R 514...	1,000
R 30...	5,000	R 448...	1,000	R 457...	1,000	R 477...	1,000	R 496...	1,000	R 515...	1,000
R 31...	5,000	R 449...	1,000	R 458...	1,000	R 478...	1,000	R 497...	1,000	R 516...	1,000
R 32...	5,000	R 450...	1,000	R 459...	1,000	R 479...	1,000	R 498...	1,000	R 517...	1,000
R 33...	5,000	R 451...	1,000	R 460...	1,000	R 480...	1,000	R 499...	1,000	R 518...	1,000
R 34...	5,000	R 452...	1,000	R 461...	1,000	R 481...	1,000	R 500...	1,000	R 519...	1,000
R 35...	5,000	R 453...	1,000	R 462...	1,000	R 482...	1,000	R 501...	1,000	R 520...	1,000
R 36...	5,000	R 454...	1,000	R 463...	1,000	R 483...	1,000	R 502...	1,000	R 521...	1,000
R 37...	5,000	R 455...	1,000	R 464...	1,000	R 484...	1,000	R 503...	1,000	R 522...	1,000
R 38...	5,000	R 456...	1,000	R 465...	1,000	R 485...	1,000	R 504...	1,000	R 523...	1,000
R 39...	5,000	R 457...	1,000	R 466...	1,000	R 486...	1,000	R 505...	1,000	R 524...	1,000
R 40...	5,000	R 458...	1,000	R 467...	1,000	R 487...	1,000	R 506...	1,000	R 525...	1,000
R 41...	5,000	R 459...	1,000	R 468...	1,000	R 488...	1,000	R 507...	1,000	R 526...	1,000
R 42...	5,000	R 460...	1,000	R 469...	1,000	R 489...	1,000	R 508...	1,000	R 527...	1,000
R 43...	5,000	R 461...	1,000	R 470...	1,000	R 490...	1,000	R 509...	1,000	R 528...	1,000
R 44...	5,000	R 462...	1,000	R 471...	1,000	R 491...	1,000	R 510...	1,000	R 529...	1,000
R 45...	5,000	R 463...	1,000	R 472...	1,000	R 492...	1,000	R 511...	1,000	R 530...	1,000
R 46...	5,000	R 464...	1,000	R 473...	1,000	R 493...	1,000	R 512...	1,000	R 531...	1,000
R 47...	5,000	R 465...	1,000	R 474...	1,000	R 494...	1,000	R 513...	1,000	R 532...	1,000
R 48...	5,000	R 466...	1,000	R 475...	1,000	R 495...	1,000	R 514...	1,000	R 533...	1,000
R 49...	5,000	R 467...	1,000	R 476...	1,000	R 496...	1,000	R 515...	1,000	R 534...	1,000
R 50...	5,000	R 468...	1,000	R 477...	1,000	R 497...	1,000	R 516...	1,000	R 535...	1,000
R 51...	5,000	R 469...	1,000	R 478...	1,000	R 498...	1,000	R 517...	1,000	R 536...	1,000
R 52...	5,000	R 470...	1,000	R 479...	1,000	R 499...	1,000	R 518...	1,000	R 537...	1,000
R 53...	5,000	R 471...	1,000	R 480...	1,000	R 500...	1,000	R 519...	1,000	R 538...	1,000
R 54...	5,000	R 472...	1,000	R 481...	1,000	R 501...	1,000	R 520...	1,000	R 539...	1,000
R 55...	5,000	R 473...	1,000	R 482...	1,000	R 502...	1,000	R 521...	1,000	R 540...	1,000
R 56...	5,000	R 474...	1,000	R 483...	1,000	R 503...	1,000	R 522...	1,000	R 541...	1,000
R 57...	5,000	R 475...	1,000	R 484...	1,000	R 504...	1,000	R 523...	1,000	R 542...	1,000
R 58...	5,000	R 476...	1,000	R 485...	1,000	R 505...	1,000	R 524...	1,000	R 543...	1,000
R 59...	5,000	R 477...	1,000	R 486...	1,000	R 506...	1,000	R 525...	1,000	R 544...	1,000
R 60...	5,000	R 478...	1,000	R 487...	1,000	R 507...	1,000	R 526...	1,000	R 545...	1,000
R 61...	5,000	R 479...	1,000	R 488...	1,000	R 508...	1,000	R 527...	1,000	R 546...	1,000
R 62...	5,000	R 480...	1,000	R 489...	1,000	R 509...	1,000	R 528...	1,000	R 547...	1,000
R 63...	5,000	R 481...	1,000	R 490...	1,000	R 510...	1,000	R 529...	1,000	R 548...	1,000
R 64...	5,000	R 482...	1,000	R 491...	1,000	R 511...	1,000	R 530...	1,000	R 549...	1,000
R 65...	5,000	R 483...	1,000	R 492...	1,000	R 512...	1,000	R 531...	1,000	R 550...	1,000
R 66...	5,000	R 484...	1,000	R 493...	1,000	R 513...	1,000	R 532...	1,000	R 551...	1,000
R 67...	5,000	R 485...	1,000	R 494...	1,000	R 514...	1,000	R 533...	1,000	R 552...	1,000
R 68...	5,000	R 486...	1,000	R 495...	1,000	R 515...	1,000	R 534...	1,000	R 553...	1,000
R 69...	5,000	R 487...	1,000	R 496...	1,000	R 516...	1,000	R 535...	1,000	R 554...	1,000
R 70...	5,000	R 488...	1,000	R 497...	1,000	R 517...	1,000	R 536...	1,000	R 555...	1,000
R 71...	5,000	R 489...	1,000	R 498...	1,000	R 518...	1,000	R 537...	1,000	R 556...	1,000
R 72...	5,000	R 490...	1,000	R 499...	1,000	R 519...	1,000	R 538...	1,000	R 557...	1,000
R 73...	5,000	R 491...	1,000	R 500...	1,000	R 520...	1,000	R 539...	1,000	R 558...	1,000
R 74...	5,000	R 492...	1,000			R 521...	1,000	R 540...	1,000	R 559...	1,000
R 75...	5,000	R 493...	1,000			R 522...	1,000	R 541...	1,000	R 560...	1,000
R 76...	5,000	R 494...	1,000			R 523...	1,000	R 542...	1,000	R 561...	1,000
R 77...	5,000	R 495...	1,000			R 524...	1,000	R 543...	1,000	R 562...	1,000
R 78...	5,000	R 496...	1,000			R 525...	1,000	R 544...	1,000	R 563...	1,000
R 79...	5,000	R 497...	1,000			R 526...	1,000	R 545...	1,000	R 564...	1,000
R 80...	5,000	R 498...	1,000			R 527...	1,000	R 546...	1,000	R 565...	1,000
R 81...	5,000	R 499...	1,000			R 528...	1,000	R 547...	1,000	R 566...	1,000
R 82...	5,000	R 500...	1,000			R 529...	1,000	R 548...	1,000	R 567...	1,000
R 83...	5,000					R 530...	1,000	R 549...	1,000	R 568...	1,000
R 84...	5,000					R 531...	1,000	R 550...	1,000	R 569...	1,000
R 85...	5,000					R 532...	1,000	R 551...	1,000	R 570...	1,000
R 86...	5,000					R 533...	1,000	R 552...	1,000	R 571...	1,000
R 87...	5,000					R 534...	1,000	R 553...	1,000	R 572...	1,000
R 88...	5,000					R 535...	1,000	R 554...	1,000	R 573...	1,000
R 89...	5,000					R 536...	1,000	R 555...	1,000	R 574...	1,000
R 90...	5,000					R 537...	1,000	R 556...	1,000	R 575...	1,000
R 91...	5,000					R 538...	1,000	R 557...	1,000	R 576...	1,000
R 92...	5,000					R 539...	1,000	R 558...	1,000	R 577...	1,000
R 93...	5,000					R 540...	1,000	R 559...	1,000	R 578...	1,000
R 94...	5,000					R 541...	1,000	R 560...	1,000	R 579...	1,000
R 95...	5,000					R 542...	1,000	R 561...	1,000	R 580...	1,000
R 96...	5,000					R 543...	1,000	R 562...	1,000	R 581...	1,000
R 97...	5,000					R 544...	1,000	R 563...	1,000	R 582...	1,000
R 98...	5,000					R 545...	1,000	R 564...	1,000	R 583...	1,000
R 99...	5,000					R 546...	1,000	R 565...	1,000	R 584...	1,000
R 100...	5,000					R 547...	1,000	R 566...	1,000	R 585...	1,000
R 101...	5,000					R 548...	1,000	R 567...	1,000	R 586...	1,000
R 102...	5,000					R 549...	1,000	R 568...	1,000	R 587...	1,000
R 103...	5,000					R 550...	1,000	R 569...	1,000	R 588...	1,000
R 104...	5,000					R 551...	1,000	R 570...	1,000	R 589...	1,000
R 105...	5,000					R 552...	1,000	R 571...	1,000	R 590...	1,000
R 106...	5,000					R 553...	1,000	R 572...	1,000	R 591...	1,000
R 107...	5,000					R 554...	1,000	R 573...	1,000	R 592...	1,000
R 108...	5,000					R 555...	1,000	R 574...	1,000	R 593...	1,000
R 109...	5,000					R 556...	1,000	R 575...	1,000	R 594...	1,000
R 110...	5,000					R 557...	1,000	R 576...	1,000	R 595...	1,000
R 111...	5,000					R 558...	1,000	R 577...	1,000	R 596...	1,000
R 112...	5,000					R 559...	1,000	R 578...	1,000	R 597...	1,000
R 113...	5,000					R 560...	1,000	R 579...	1,000	R 598...	1,000
R 114...	5,000					R 561...	1,000	R 580...	1,000	R 599...	1,000
R 115...	5,000					R 562...	1,000	R 581...	1,000	R 600...	1,000
R 116...	5,000					R 563...	1,000	R 582...	1,000		
R 117...	5,000					R 564...	1,000	R 583...	1,000		
R 118...	5,000					R 565...	1,000	R 584...	1,000		
R 119...	5,000					R 566...	1,000				
R 120...	5,000					R 567...	1,000				
R 121...	5,000					R 568...	1,000				
R 122...	5,000					R 569...	1,000				
R 123...	5,000					R 570...	1,000				
R 124...	5,000					R 571...	1,000				
R 125...</											

THE ARTS

Plump Jack/San Francisco

Timothy Pfaff

It's gratifying to consider that the wealthiest man in America comes to the arts with a low cost to overall expression.

The texts of the four scenes are taken verbatim from Shakespeare, one each from *Henry IV*, *Henry V*, *Henry VI* and *Henry VIII*. The scenes chart Falstaff's decline and together provide a most curious view of the title character. What Getty has managed is nothing short of "The Tragedy of Falstaff."

Getty's opera was presented by the San Francisco Symphony as part of its New and Unusual Music series. Although strictly neither (only the last of the four scenes was heard for the first time) it could be considered unusual in that its composer intended it to be accessible to the broadest spectrum of its audience. First bar to last, there was scarcely a dissonance to perturb the most conservative listener. But it is in the subtleties of the music that the opera's true well-made work, polite to the point of being self-effacing.

Although Getty counts Verdi and Richard Strauss among the strongest influences on his compositional style, the orchestral writing seemed more reminiscent of Puccini, with occasional echoes of Benjamin Britten's modernism.

What most sets *Plump Jack* apart from other recent operas that pledge allegiance to tonality is the uncompromising gratefulness of the vocal writing, which determines the work as a whole. The fact that the singers are never asked to strain

results in a remarkable (one almost wants to say unfamiliar) clarity of word, at a low cost to overall expression.

The texts of the four scenes are taken verbatim from Shakespeare, one each from *Henry IV*, *Henry V*, *Henry VI* and *Henry VIII*. The scenes chart Falstaff's decline and together provide a most curious view of the title character. What Getty has managed is nothing short of "The Tragedy of Falstaff."

The work's flaw is, however, not that, but its brevity. It lasts little more than an hour, and Sir John himself is absent from the last, in which his death is (poignantly) described. That proves to be too little time for Jack to exert his wonted charms. However, ironically, *Plump Jack* turns out to be too slight a work; as easily as the music slips down, the story slips away.

The performance, attentively conducted by Andrew Massey, made the strongest possible case for the work. Outstanding in an altogether able cast were John Del Carlo, Getty's Falstaff, in each of the work's preliminary outtings, and the vivid, excellent Paul Sperry as Hal/King Henry V.

Having written his first opera on the subject of Verdi's last, Getty has slightly, it is said, lost his eye on King Lear as well. What nearly eclipsed the premier was the announcement, by Getty, that San Francisco Opera has commissioned a new opera on an Arthurian subject from him.

That Summer/Hampstead

Michael Coveney

The title of David Edgar's new play refers back to the miners' strike of 1984. A well-meaning Oxford history don, Howard, and his Poshy, Simon, wife, Cressida, have taken a holiday cottage in North Wales. Howard has been preparing a Spanish Civil War programme for TV, while Cressida, a choreographer, has been sending food parcels to picket lines. Practical commitment has also overtaken political awareness in the invitation, issued by Cressida, to a couple of teenage girls in the South Wales mining valley to spend the holidays with them.

The household also includes Howard's sullen public-school-attending son by his first wife, and a teenage girl, Cressida, who is a refugee from her parents' divorce. The culture clash is represented by the girl's piggy refusal to try Howard's barbecued shishkebabs; and by Howard's dumb conviction that people who strike are not acting on historical examples. Young Frankie (Catherine Tregenna in a notable professional debut) employs her skating hobby to illustrate the chasm Mrs Thatcher seems to be skating on people's faces. You (Howard and Cressida) look on, while we (the mining families) look up.

It is an arresting speech and it summarises Mr Edgar's intention of articulating the different motivated impulses behind political protest. The piece is constructed on an intimate, conversational scale in severe contrast with *Mydays* (1985), the BBC Baroque epic in which the splintering of the British Left in the 1970s was viewed on a large "Real World of Politics" canvas. But Howard, who is a fatuously comic Magpie, recalls at the end another "this summer" in 1987, when a trivial but vivid social gesture by his first wife in Edinburgh is set against the tearing up of US Army duffel coats and the desperate last resistance of Che Guevara.

Michael Attenborough's production keeps the tone moderate and light. Easily the best scene

is at the start of the second act: marital conflict is turned into an ideological baiting game. The texture here is new for this playwright and the dialogue, packed with sexual recrimination and the voice on TV of David Coleman adulating hysterically between Coe and Cram in the Olympic final, is handled with small-hours truthfulness by Oliver Cotton and Jessica Turner.

Mick Ford's Georgia Terry is the chief victim of thinner writing elsewhere, but he comes alive while dressing the injured foot of one of the girls (Catherine Tregenna) and exclaiming an ecstatic shout for jelled dockers in 1972. Everyone harks back, rather, apart from young Daniel (named after Danny the Red), Cressida and the girl, Cressida, to becoming possibly pregnant by "a Trot at Cowley." Howard finds her pregnancy test in the fridge behind the yogurt and lettuce and assumes it belongs to the girl—he, it goes without saying, has had a vasectomy.

As a domestic comedy, *That Summer* makes a refreshing change. It is also of much interest in showing Mr Edgar's continuing wide observations on the long march to middle age and, you never know, the West End. Sue Plummer's design is certainly seductive enough, a scrubbed cottage dining area enclosed in a lovely panoramic vista of greyish pink Welsh sea and sky (lighting by Gerry Jenkins) and an amazingly realistic stone wall fully smeared with moss and lichen. No expense spared. I should think.

Arts Council appointment

The Arts Council has appointed Dr Alastair Niven as its new literature director. At present a member of the Arts Council's advisory panel on literature and a member of the ethnic minority arts monitoring committee, he will take up the post in the early autumn.



Untended romanticism among the headstones and statuary of the Brompton Cemetery

Alan Harper

Architecture/Gillian Darley

Grave responsibility in the cities

Victorian cemeteries are among the splendours of our major cities: Glasgow, Bradford, Huddersfield and all have examples. If you did well in life, you went out in style. Mausolea, catacombs, Greek or Egyptian temples, the structures of death were mansions in themselves. Modern cemeteries, however, are starkly different. They are marked by humbler structures, laden with appropriate symbols of sorrow. The broken column, the weeping willow, the veiled heroine, were potent evocations of brick lives now ended.

From the 1840s, the burial companies followed advice given in countless articles and books offering detailed guidance on landscaping and planting. Cypress, poplars and evergreen species were popular and various plans were suggested, from the very formal to the staidly picturesque.

Now most cemeteries only take burials for members of families with existing rights. The vast majority of memorials are not claimed or maintained by living relatives; they have become, quite simply, monuments. The cemeteries, then, are historic sites. How should they be considered? Are they parks, nature reserves or still sacrosanct, despite the long period of neglect that most of them have suffered?

The Department of the Environment is responsible for one of the most important of the capital's many cemeteries, Brompton, in west London. One might imagine that here, at least, an example might be set. But, administered by the Brompton

of the Royal Parks, it has the air of being a responsibility carried out dutifully. No imagination has gone into its presentation in the 1980s.

Local residents recently founded the Friends of Brompton Cemetery, in order to push for more conservationist policies and a greater awareness of the potential of the cemetery. One of their worries is that the maintenance is in the hands of a skeleton staff, so to speak, while the slack is taken up by Manservants Commission, a team of volunteers who come and go. Gravestones with still legible inscriptions have been broken up, while herbicides control vegetation.

The Royal Parks could do worse than study the way in which the cemetery has been managed since the first burial in 1831—the very first in the country. Here, after intervention from a similar group, there is a replicating programme since the first generation of cemeteries has reached an age when the trees are fully mature. There is also a mason employed full-time on a rolling programme of repairs to deteriorating monuments in the cemetery.

Within the complex mesh of government bodies there several responsible for listed buildings. A England the Property Services Agency carries out work on historic buildings for various arms of government, among them the Museums and Galleries Commission, the Royal Parks and Palaces, the Historic Buildings and Monuments Commission (English Heritage). Evidence presented earlier this year to the House of Commons Environment for its report on the PSA pointed to a worrying state of affairs as to conservation.

Take the Queen's House, Greenwich, by Inigo Jones: crucial in the history of British architecture, yet restoration works have raised criticism ranging from poor workmanship to the approach to the

project as a whole. The original scheme involved considerable reconstruction to undo the changes made since the 17th century, yet such an approach has long been regarded as unacceptable.

For other reasons, some of the best architecture in the country happens to be in ruins. Kirby Hall in Northamptonshire is maintained (by English Heritage) so that the ruinous condition of the house is stabilised without the dishonesty of reconstruction. This is a sound and approved approach. Another ruin of great architectural importance is Hill Hall, Essex. Wrecked by fire in the 1960s, it is in the care of the government, in the shape of the RBMC. But not for long. It is on the market, its leasehold for sale with reconstruction as the object. Despite a string of clauses to ensure a "suitable" restoration, it is proper that this great Renaissance house, built in the 1550s and still complete with wall paintings, should be sold off for such an end? It makes one wonder what comes next in the grand auction: Hardwick's Wall or Audley End, Osborne House or Walmer Castle?

But enough of the bad news. Can I point out that this is the season for talent spotting. The degree shows and end-of-year exhibitions are up, and visits to the Royal College of Arts, the Architectural Association and schools of architecture and design around the country will give a multi-faceted view of the state of the art.

Green cemeteries in London with that of Père Lachaise and Staglieno in Paris and Genoa respectively. There municipalities take their responsibilities much more seriously, while the care of graves is essentially a family duty.

Cemeteries fall between politics, being both historic landscape and architecturally significant. Groups such as the Victoria Society are concerned for their future—at present determined by the whim of their owners, private or public. On the whole, the British have long been admired for legislation for the protection of historic buildings. Things do, of course, go wrong but the villains are generally recognisable figures: the arrogant landowner, the unscrupulous developer, the ignorant architect.

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Villa Medici Festival/Rome

William Weaver

Though some of its most promising personalities complained about the Villa Medici when it was the seat of the French Academy here—many of them drew inspiration from their years in Italy underwritten by the Prix de Rome. When we read today of the evenings with Ingres and Stendhal, with the considerate director Vernet and his lively family, and of the visits paid by Mendelssohn, the villa seems like an artist's paradise. In this century it has had its ups and downs: in 1940, after Mussolini's invasion of France, it became Italian property again, but was returned to the

Academy at the end of the war. Recently, the Villa Medici has restored its place to a cultural focus in the Italian capital. There have been a number of first-rate art shows, some on Italian, some on French themes. In recent years the gardens of the villa have served as the incomparable setting for an increasingly lively festival of the arts.

At the end of June, in the temporary but very attractive little outdoor theatre set up facing the garden facade, a concert of the Santa Cecilia orchestra, under American conductor Kent Nagano, opened with the Beethoven cycle. *Nuits d'été*, ideal

for a balmy, pine-scented Roman night. For no announced reason, Dame Janet Baker, scheduled to perform, failed to appear, and the interpreter was the Dutch mezzo Jans van Nes, a tasteful, musical, attractive, if somewhat detached artist.

Outdoor performances unfortunately always involve a loss of orchestral body and warmth, and so these languorous songs were not as lush as they perhaps should have been. Nagano, too, seemed to keep emotion at bay, though he was always in control. The same control was evident in the brief (about 15 minutes) *Memento pour Marc* by Philippe Hurry, current Prix

de Rome in the Villa: a skilled, conventional work.

The final piece on the programme was the late Bruno Maderna's complex, large-scale composition, *La grande Aulodia*, a kind of double concerto for flute and oboe. These were the first appearances of Persichilli and Lelli, were outstanding) with a large orchestra subdivided roughly into three sub-orchestras. Though Maderna leaves some room for improvisation, or at least for choice, the *Aulodia* also makes compelling, specific demands. Nagano was alert to every nuance: the delicate percussion moods were magically effective

Fathers and Sons/Lyttelton

Michael Coveney

Brian Friel has adapted Turgenev's novel into seven deft and telling dramatic scenes and made it very much his own play. The symmetrical construction even means we are denied the deathbed scene of the nihilist hero Bazarov, while the mysterious countess Odintsova with whom he has fallen in love is inconspicuously in the background. Friel as a practical adviser on the Kirsanov estate—the cheese and yoghurt factory has to go.

Kirsanov (Alec McCowen) welcomes his son Arkady (Ralph Fiennes) home from Petersburg with the news that the serving girl Fenichka (Lesley Sharp) has moved into the house and given him, Arkady, a little half brother. Arkady has brought with him Bazarov, the most brilliant student of his year and an uncompromising

farmer is the very opposite of Robin Bailey's sonorously dignified old Bazarov, who greets his son with a surfeit of concern and a generous display of his own classical learning. Besides him, Barbara Jefford is a maternal figure of stone, saving the full force of her powers of lamentation for a final "The Deum. The Lyttelton stage is filled by designer Carl Toms with a cornucopia of scrubbed bare boards, a rather dull and unrewarding visual prospect only slightly relieved by a string of festive lanterns for the wedding speeches. Kirsanov will marry Fenichka, Arkady the timorously dominant younger sister of Odintsova, Katya (Robin McCaffrey).

Robert Glenister's scowling, black-coated Bazarov is a far less interesting character than in the novel. We have none of his closeness to nature, his botanical and vivisectionist obsessions, his easy charm and way of eliciting the trust and affection of others. He is here a much more representative creation, a negativist forerunner of Chekhov's Trofimov. But Friel does catch beautifully the post adolescent crisis in intelligent, educated men who care deeply about their country. And this is where the Irish author of *Translations* joins hands with Turgenev, in showing the folly and anguish of emotional and material endeavour among people very close to their own land, the earth running through their fingers.

In the book, Bazarov contemptuously consigns Arkady to his domestic person, the image of jackdaws building a nest. Here, the gangling, sunny Arkady of Mr Fiennes is transformed into a raging, comic poltroon noisily echoing Bazarov's revolutionary ardour. It is a beautifully measured dramatic adjustment.

There is no attempt to drag Turgenev raw and bleeding onto the stage. The play has its own intrinsic merit, with rippling comic speech constructions voraciously seized by McCowen and a sharply choleric public manner for the

deceitful Princess Olga whom Joyce Grant personates with a warning parol from the safety of a wheelchair. "I detest every month..." for different reasons". Best of all, Richard Pascoe's dandified Pavel Kirsanov conjures a world of European salon weariness with minimal fuss and few lines.

You cannot blame Friel for missing the inimitable texture of Turgenev, for that is not in his sights. He elucidates aspects of this book—one of the greatest of its period—and writes it into his own style and concerns. No adaptor can do more. Michael Rudman's cast is strong all the way down with lovely support work from Hazel Elberry as the cheerfully smitten Dunyasha, Antony Brown as a patiently recalcitrant retainer and Jay Villiers as an even less cooperative servant. The immediate response to the liberation has been to dye his hair pink and adopt a turquoise ear ring.

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Arts Guide

Music/Monday. Opera and Ballet/Tuesday. Theatre/Wednesday. Exhibitions/Thursday. A selective guide to all the Arts appears each Friday.

July 10-16

Music

ITALY

Rome: Villa Medici: Piazza Trinità del Monte. L'Orchestra de Paris conducted by Pierre Boulez. Baroque and Beethoven (Thu), (9544601).

WASHINGTON

Wolf Trap: Boston Pope conducted by John Williams. Mixed programme (Tue), Vienna, Va. (7032551888).

CHICAGO

Berline Festival: Kronos Quartet. Southcoast, Litchfield, Hassell, Riley (Mon), Alfred Brendel piano recital. ARS Schenectady (Tue, Thu), Highland Park (7284662).

NEW YORK

Tanglewood: Vermeer String Quartet. Bach, Beethoven, Mendelssohn. Jannack (Thu), Lenox, Mass. (6173371888).

LONDON

Robert Schumann Trio: Mozart, Jean Sibelius, Schubert, Brahms. Middle Temple Hall, Middle Temple Lane, EC4A (Mon) (2362801).

Israel Piano Trio: Haydn, Ravel and Brahms. Stationers' Hall, Stationers' Hall Court, EC4A (Tue), (2362801).

Elgar Quartet: Salzburg Haydn, Janacek and Schubert. Finsbury Hall, London Bridge, EC4A (Wed), (2362801).

Allison Quartet: Haydn, Mozart and Brahms. Drapers' Hall, Throgmorton Street, EC2A (Thu), (2362801).

Theatre

LONDON

Antony and Cleopatra (Olivier): Peter Hall's best production for the National Theatre, the 1969 production, brings this great but notoriously difficult play to thrilling life, with Judi Dench and Anthony Hopkins as battle-scarred lovers on the brink of old age. Dench is angry, witty and ultimately moving. Best of the rest at the NT is Michael Gambon giving his finest ever performance as Ascham Miller's doomed longshoreman in *A View from the Bridge*. Juliet Stevenson in a fine revival of Lorca's *Yerma* and David Hare's production of *King Lear*. Hopkins, a massive puncher, who gathers force and more friends as it continues in the repertoire (9282232).

Macbeth (Barclay): Jonathan Pryce is a wretched, blood-curdling Macbeth in Adrian Noble's exciting production for the RSC. It plays in repertoire with Jeremy Irons' inconceivably whimsical *Richard II* and a rough and tumble modern-dress *Romeo and Juliet*. In the 1950s, Barclay fit in Janet McTeer leading a fine ensemble in *Ward's Apart* by Cuban playwright Jose Triana.

The Phantom of the Opera (Her Majesty's): Spectacular but emotionally unconvincing musical by Andrew Lloyd Webber emphasising the romance in Leroux's 1911 novel. Happens in a wonderful Paris Opera ambience designed by Maria Bjornson. Hal Prince's alert, affectionate production contains a superb central performance by Michael Crawford. A new, nutritious and palatable hit. (8392244, CC 578 6131/240 7200).

Staircase Express (Apollo Victoria): Andrew Lloyd Webber's rollercoaster fully has 10 minutes of Spielberg movie magic, an exciting first half and a dwindling reliance on indecipherable rubbish second. Disneyland, Star Wars and Cals are all influences. Fantastic score nods to weird rock, country and hot gospel. No child is known to have asked for his money back. (904 6184).

CHICAGO

Sunday in the Park with George (Goodman): Stephen Sondheim and James Lapine's Pulitzer Prize winning musical based on supposed model the life of artist and Georges Seurat stars John Herrera as the artist and Paula Scarfano as his lover. Dot, directed by Michael Maglo. Ends Aug 16 (643 3800).

NEW YORK

Fences (48th Street): August Wilson hit a home-run, this year's Pulitzer Prize, with James Earl Ray taking the powerful lead role of an old baseball player raising a family in an industrial city in the 1950s, trying to improve but bogged by his own failings. (221-1211).

All My Sons (John Golden): Richard Kiley has the gratifying part of Joe Keller in Arthur Miller's post-war moral tale of profit versus principle in a nicely dated production from the Long Wharf Theatre. (239 6200).

Cats (Winter Garden): Still a sell-out, Trevor Nunn's production of T.S. Eliot's children's poetry set to trendy music is visually startling and choreographically fine, but classic only in the sense of a rather staid and overblown idea of theatricality. (239 6202).

42nd Street (Majestic): An immodest celebration of the heyday of Broadway in the 1930s incorporates a shuffle from the original film like *Shuffle La Cage aux Folles* (Palace): With choreographer Jerry Robbins from *Harvey* and *Flower* in the lead, the French film manages, barely, to capture the feel of the sweet and hilarious original between high-kicking and grumpy chorus numbers. (7572222).

WASHINGTON

Tango Argentino (Opera House): A rousing but surprising Broadway success last season returns for its glittering display of Argentine dance and swirling intimacy. Kennedy Center (2543770).

TOKYO

Les Misérables: After London and New York, now Tokyo and the Japanese version of the Tony-award winning musical. The cast was hand-picked by the creative team of producer Cameron Mackintosh from an astounding 11,500 hopefuls, then trained for nine months in a special "ecole" and rehearsed by director John Caird. Costumes, set, sound, lighting have been supervised by the respective original designers flown in from London. *Les Misérables* is a triumph. The best production of a Western musical in Japan, it differs little from the original London version. Convincing and moving, this top-quality production shows what can be achieved with proper casting and training. Sponsored by the cosmetics company, Shiseido. Imperial Theatre, near Ginza. (201777).

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FINANCIAL TIMES

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Monday July 13 1987

Hawke gets his mandate

NOT MANY incumbent governments get returned with an increased majority defending the sort of economic performance that Mr Bob Hawke's Labor Party offered the Australian electorate on Saturday. An excessive trade deficit, rising external indebtedness, depressed commodity prices, high interest rates and inflation and some marginal reduction in real wages might well have been a prescription for disaster, especially in a country reared on insular affluence and hitherto disinclined to listen to home truths.

Several factors lie behind Mr Hawke's considerable triumph. Not the least is his political opportunism, in calling the election when Sir John Bjoerke Peterson, the rambunctious Premier of Queensland, split the opposition Liberal and National parties down the middle. Valiantly though Mr John Howard, the Liberal leader, tried to paper over the cracks, he was never able to present much more than a mish-mash of half-thought through supply side tax cuts, too nakedly designed to appeal to the Australian personal pocket books.

Rejection

Yet this rejection of the nominally conservative alternative itself demonstrates how Australia's self perception has changed, and how Mr Hawke has been instrumental in directing and riding the revolution to political success. It shows in his own public persona: the emotional firebrand union leader, who virtually hijacked the Labor Party five short years ago, has been transformed into the very model of a hard-headed realist painfully aware of his country's vulnerability in a world where the producers of raw materials no longer call the shots.

It is too simplistic to describe Mr Hawke's policies as Thatcherite, though they are certainly more of the right than the left. Principally, he has rejected the Australian realities. Their core until now, and surely into the future, is the transformation of the Australian labour market. The OECD commented in its most recent survey of Australia that it was "no mean achieve-

ment" to combine a reduction in real wages with an increase in employment and hours worked through the mechanism of the Accord with the union movement. This task, however, is far from complete if Australia is to broaden its competitive economic base. At least Mr Hawke's comfortable pralimentary majority means that he can negotiate with the unions from a position of relative strength.

Equally, he has a mandate to continue to dismantle the protective wall around the country's manufacturing and service industries, and to free up funds for investment whittling away at government spending. Australia's corporate and financial image at present is very much dominated by a handful of aggressive and highly leveraged entrepreneurs. Their successes, especially outside the country, should not disguise the fact that much of the productive economy is still over-protected and over-regulated. Greater exposure to competitive forces will doubtless produce some short term pain, but Australia's long haul prospects demand an irreversible commitment to liberalisation. To give him due credit, Mr Hawke seems to appreciate this fully.

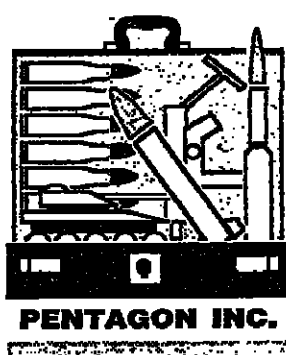
It is dangerous to draw wider lessons from the Australian experience, unless it be for neighbouring New Zealand where Mr David Lange's Labour Government seeks public approval for its even more radical reforms in next month's election. In both countries, Mr Hawke's third consecutive election victory, the same achievement of the European allies last year "selling the US a record \$2.9bn worth of arms, bringing the US surplus in the transatlantic arms trade to its lowest point since the Second World War. Protectionism threatens to spill over into defence, the one major procurement area over which the Administration and Congress may try to shut out foreigners from Strategic Defence Initiative (SDI) contracts in this year's trade bill.

The threat to the growing foreign stake in the US defence industry comes not only from the US legislature. The Administration, as part of its wider anxiety about US competitiveness, is concerned too many foreign-made semi-conductors, optics and bearings go into US weapons and shows signs of requiring US-sourcing for some components. The traditional response by foreign companies to US protectionism has been to set up local manufacture. They have tried, to Americanise themselves, either through local manufacture or by buying existing US companies. But the uncomfortable cost of selling off its valuable retail investment operations. Today is expected to bring a statement from Mercantile House, the subject of a bid approach from a so far undisclosed source. Mercantile's history has illustrated the difficulties of trying to set up a second-tier global financial grouping. Its link with Oppenheimer's New York bank, which it proved impossible to sustain the commitment of the Americans, who were inward-looking and were determined to buy themselves out when condition improved.

Global network

Internal dissatisfaction is a threat that faces a number of the second-rank groups. Executives of banking firms bought by banks some three years ago, have obtained a good a number of linked into a global network are likely to become restive if their parent boards refuse to take the necessary risks and to commit the resources needed. Even organisations as large as clearing banks have found it necessary to rethink their securities operations. Lloyd's pulled the plug on its bond operations, flouting the conventional wisdom that the growth opportunities for global banks lie in securities rather than in credit markets. Midland ceased making markets in UK equities some months ago, and under pressure from Third World debt problems it has had to address more urgent priorities than investment banking.

The interesting point is that Swiss banks, led by Union Bank, are now moving into the London securities scene with a determination which contrasts with the lukewarm attitude of some of the leading British banks. If the big West German banks, which sat out the pre-Big Bang turmoil also conclude that London is an important place to locate a large securities operation, the second round reshuffle of ownership could prove to be far-reaching. What of the risk that British ownership of leading securities houses could be further reduced? It is not possible to be squeamish about this if the central objective is an international London as an international centre. Nevertheless, the question of further clearing bank/merchant bank mergers could well come in for a reassessment.



David Buchan in Washington
looks at how the world's largest arms purchaser has responded to the military build-up of the Reagan years

Penetrating the thicket

PRESIDENT REAGAN'S big military build-up is over, but some of the most serious consequences of raising defence spending by 50 per cent in six years are only just becoming apparent. They have nothing to do with relations with Moscow, arms control, or geopolitics.

Rather, they affect the way the Pentagon, the world's biggest buyer of defence goods and services at \$170bn (£105bn) a year — arrives at contracts with its suppliers and how it balances its recent willingness to import arms from allies against its growing concern about US military dependence on foreign products.

Present Pentagon policies are sending the US defence industry into a period of unprecedented peacetime change. Faced with lower prices and higher costs, US prime contractors are no longer too proud to join hands. Increasingly, they team up to compete for fewer, but bigger contracts. In some cases, the teaming is being made permanent by merger, particularly in defence electronics. Some observers expect the seven US military aircraft makers to enter a period of fusion and concentration.

Also at stake is the historic achievement of the European allies last year "selling the US a record \$2.9bn worth of arms, bringing the US surplus in the transatlantic arms trade to its lowest point since the Second World War. Protectionism threatens to spill over into defence, the one major procurement area over which the Administration and Congress may try to shut out foreigners from Strategic Defence Initiative (SDI) contracts in this year's trade bill.

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Groups such as Schroders and Robert Fleming are even smaller than Hill Samuel, but they are motivated by considerations of private control and they have already settled for niche strategies—Schroders at

increasing security classification of programmes makes the second option difficult. Without the abruptness of the Reagan build-up, few of these issues would have arisen in so acute a form. It has been the first major expansion in US defence spending which brought no corresponding boom in force levels, with the exception of the navy (which is two years from reaching its goal of a 600-ship fleet).

Instead, it has brought enrichment: technical enrichment, as weapons have become more complex and sometimes more capable; but also financial enrichment — some contractors have regarded Mr Reagan's spending plans as an open invitation to pad contracts. The crackdown came with the mid-1980s scandals of \$2,000 contractor's hammers — a very small part of total procurement but items to which the public and Congress could easily relate. In some cases, the teaming is being made permanent by merger, particularly in defence electronics. Some observers expect the seven US military aircraft makers to enter a period of fusion and concentration.

Big savings were and are being made. But increased competition led to another perceived abuse — deliberate underbidding to win a contract, only to hit the government later with the true cost in the form of a financial overrun. The number of companies barred, or temporarily suspended from Pentagon work for underbidding, overcharging, failure to perform on warranties, or straight corruption, rose steadily. Public esteem for, and government relations with, the defence industry sank lower than ever before.

Increased competition has forced US prime contractors to seek the cheapest possible components, often offshore and usually in Japan. The recent row over sensitive Toshiba technology reaching the Soviet navy has given a fresh boost to protectionism.

Many of these issues have been exacerbated by the management style of Mr Casper Weinberger, the longest serving Defence Secretary since Robert McNamara in the 1960s. He has seen himself primarily as a raiser of money for the services (for which he has been spectacularly successful). They have had their head in spending it.

Cap the Knife, as he was known when he ran President Richard Nixon's budget office,

has become Cap the Shoveller. The 150,000 Pentagon officials plod through their 30,000 pages of acquisition regulations in awarding 15m contracts a year to some 80,000 contractors, but have lacked a central guiding hand. Congress has moved in to fill the Pentagon management vacuum, duplicating it almost identically. On Capitol Hill 84 committees and subcommittees oversee defence, backed by almost 20,000 Congress staff and other congressional agencies.

Not surprisingly, the Pentagon is now trying to strike a new balance between its procurement, industrial and trade policies. An attempt is being made to introduce a degree of centralisation into what is, by European standards, a wildly decentralised system. The individual services have always had enormous autonomy in procurement, overlaid by a thin veneer of civilian central planning. So, in addition to a new chief post, dubbed "Acquisition Czar" and filled by Mr Richard Godwin (from Bechtel), the corporate alma mater of Mr Weinberger, the post of a uniformed vice chairman of the Joint Chiefs of Staff has been created to secure a more centralised military view of requirements.

The inroads made by foreigners may have increased protectionist sentiment—but they have also contributed to competition

The mechanism of competition is also being reconsidered. The defence industry publicly welcomes greater competition, partly because it is a perceived American virtue, but also because it brings new market opportunities. However, the industry is incensed by the requirements that data emanating from research even only partially funded by the Government must be 100 per cent government-owned.

Mr Godwin has expressed doubts about this. "The government-inspired drive for competition between contractors has gone too far in some cases," he says. "A contractor invests much of his own money in the development of

defence fraud case that such fraud would remain his department's "highest white collar crime priority." Companies were on notice that the defence build-up was "not an investment to plunder the public purse."

In fact, the Justice Department has just dropped two defence fraud cases against General Dynamics. This may be a landmark, both because GD is the GM of defence in volume (\$8bn a year) and scope of military business, and because it has been the most pilloried of defence contractors.

If the moral turnaround demanded publicly of the defence industry has really taken place, GD would seem to epitomise it. Mr Stanley Pace, the chairman,

Yuppies at home

Tokyo's famous Roppongi crossing must be one of the few places in the world guaranteed to have a traffic jam at 3 am, not only on the roads but also on the pavements.

It is here that Japan's yuppies — also known as shin-jinru — flock to bars and discos, breaking down the myths of the dreary, workaholic salaryman.

A recent survey of 3,000 of them found that the main difference between Japanese and Western yuppies is that the Japanese are younger.

Paradoxically, their high living is made possible by Tokyo's sky high housing costs. Since they cannot afford to buy or rent, they live at their parents' homes, and so have their entire earnings to spend as they will.

Party time

Meanwhile, loud grans can be heard from the Keidanren and other business organisations as the race to succeed Yasuhiro Nakasone as Prime Minister gets into full swing.

One of the rituals for every political candidate is to hold a large party. Like the obligatory opening parties for new banks and brokerage houses, these are unbelievably lavish affairs held at the best hotels.

However, the resemblance between the two types of parties stops there. In the business world, it is the celebrating company that pays. In the political world, it is the guests — mainly large companies — who are pressed to buy dozens of tickets each.

And the price they pay — ¥20,000 (£125) a ticket for outsider Susumu Nakai's big do last Friday — takes the breath away, considering that most do not bother to send anyone along.

Business leaders are muttering that this sort of party is no longer appropriate — especially for marginal candidates — at a time when many companies are suffering from the effects of the high yen.

Men and Matters

Japan's bosses not resigned

The resignation of Shoji Saba as chairman of the big electrical group Toshiba has caused reverberations at the top levels of Japan's business community.

In the wake of the controversy over a Toshiba subsidiary's illegal exports of sophisticated machine tool exports to the Soviet Union, Saba did what in Japanese business circles is normally regarded as the honourable thing. However, in this case, leaders of other big conglomerates are upset because they fear his action sets a bad precedent.

In Japan, conglomerates do not actually control some of their subsidiaries, and when problems arise, it is considered enough if the subsidiary's executives resign. Also, there is a widespread feeling in Japan that Saba's resignation may be, if anything, counterproductive. It seems the Americans are more likely to read it as an admission of guilt than a noble gesture.

Meanwhile, the Electronic Industries Association of Japan is in a typical Japanese quandary about how to replace Saba as its chairman. Like most such organisations, the EIAJ operates a Buggins' turn system. But the man next in line, Hitachi's Katsuhiko Mita, is not due to take over until May, 1988.

The EIAJ worries that if it is seen as censuring Toshiba. But if it puts in Toshiba's new president, Joichi Aoi, that could draw criticism for suppressing the normal advance up the ladder.

For its part, the Keidanren, Japan's federation of leading business organisations, is keeping Saba as a vice-chairman, and even sending him soon on a mission to the US.

Flush of orders

The Tokyo area is suffering from a severe water shortage, thanks to the failure of the customary rainy season to occur in June.

Total rainfall in the April-June period was 60 per cent below average. Like England, sophisticated machine tool sources of water on which to draw at times like this. Drastic measures must be taken.

Water has already been rationed, and in a brutally egalitarian way. The Japanese authorities have simply cut mains pressure by 10 per cent, and have forced large water users, such as breweries, to cut production in the Tokyo area.

Japan's ever-restless entrepreneurs have been quick to capitalise on the drought. For example, an unusual product called Etiquetone is enjoying a sudden increase in popularity. Etiquetone is a pre-recorded cassette tape which reproduces the sound of a flushing toilet. Apparently, Japanese women tend to flush the toilet a number of times to drown out other sounds. With Etiquetone playing the same effect is achieved without wasting water.

Parting shot

Leslie Fielding, the European Commission's director general for external relations, has just made a farewell visit to Tokyo before taking up his post as vice-chancellor of Sussex University.

Fielding, a former British diplomat, opened the European Community's office in Tokyo in 1974, and headed the delegation from 1978 and 1983 before taking up his present post.

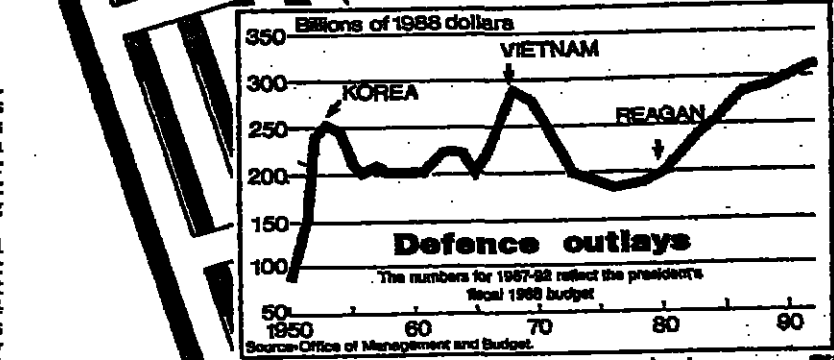
Having participated in 18 series of negotiations with the Japanese, he still feels frustrated by the country's inertia.

There are, he says, endless action programmes and packages designed by political leaders to make Japan behave more like other countries. But they all seem to get bogged down. "It seems necessary to



The Pentagon's blacklist

Year	Disposal year	Value
1983		296
1984		395
1985		474
1986		554
1987	9 months	435



a new weapon system only to have it required that the new technology be given to a competitor.

Some Pentagon officials want less adversarial relationship with defence contractors. "Who are they going to sell to, if not to me, and who am I going to buy from, if not from them?" is how Dr Robert Costello, a new senior procurement official, brought in from General Motors, puts it.

Elsewhere in the Administration, the mood is different. Mr Ed Meese, the Attorney General, said recently when the Justice Department won a de-

recently explained, over a million-and-a-half, how GD's 100,000 employees had been put through "ethics awareness" seminars, and 80,000 of them had been restructured on how to fill time-cards (the basis of much Pentagon contract accounting) in indelible ink.

Finally, the Pentagon is starting to wrestle with the contradictions in its industrial policies. On the one hand, it is committed to improving the Nato defence industrial base, through new collaborative programmes. On the other, it is preoccupied with protecting a North American (US plus Canada) mobilisation base that could provide wartime "surge" production if Europe were overrun.

Traditional US protection of its own defence industrial base has not been much greater than that practised by major European countries. Ammunition, bombs, missiles — the high-volume consumables of modern war — have to be home-produced and US fighting vehicles must also be US made. As a matter of practical politics any foreign company with a Pentagon contract worth more than \$100m will have to have some US base, virtually as a condition of getting the contract.

The charge, in the 1980s, is that the Pentagon is now also concerned about defence components, as well as end-products. Foreigners could hardly object to such subsidies. They do it extensively themselves. But their fear is that it will be supported by a change in procurement policy, and perhaps a US-sourcing requirement on the weapons the US buys abroad as well as at home. For instance, the US Joint Logistics Commanders have proposed restrictions on the amount of imported optical equipment the Pentagon buys. If implemented,

European diplomats in Washington claim, it could halt three collaborative programmes involving electro-optics. The West Germans also see it as a bar to contributing their traditional skills in optics to SDI.

There is one other reason for the increase in US procurement programmes labelled "No Foreigners." This is the thickening veil of secrecy the Reagan Administration has cast over large sectors of defence procurement. So-called black projects, whose very existence and codenames are highly classified, are on the increase.

In this climate, it is harder, but not yet impossible, for foreign companies to buy their way into the US defence industry. At the lower-tech end, in the last year Pilkington had no trouble buying a US company making cockpit canopies for the Pentagon's grants a defence-related ceramics manufacturer, but British Aerospace's recent agreement to take over Radstone, a simulator maker, is dependent on the Pentagon's granting a "special security arrangement" such as Marconi and Thorn have with US subsidiaries. These arrangements keep sensitive technical, but not commercial data away from foreign owners.

There is, however, a positive aspect to the changes at the Pentagon. The inroads that foreigners have made recently into the US defence market may have increased protectionist sentiment, but they have also contributed to competition. Greater centralisation and uniformity of procurement would simplify the rules for all contractors. That, in turn, might reduce abuses and make it easier for all would-be contractors to penetrate the Pentagon thicket.

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TELECONFERENCING

Observer

PRIVATE ENTERPRISE in Africa has never been dead. The continent is teeming with entrepreneurs like Frederic, a Zairean who has a regular job at a travel agency but makes much more money in his spare time by travelling to neighbouring countries on public transport to sell ivory and malachite. He bribes customs officials at the borders and returns to Zaire with shoes and clothes to sell, making profits on both legs of the journey.

Many of the nations south of the Sahara have vast underground economies whose activities never show up in official statistics. The thriving state of Africa's black markets and smuggling networks is not, of course, a sign of exceptional criminality but a result of the widespread failure of Africa's legal economies to provide enough goods, services and jobs.

From Guinea to Mozambique, that economic failure is increasing the pressure for excessive state intervention. The sprawling of unwieldy state-owned companies and the nationalisation of private industry has become a buzz word in Africa.

In some places, including the two formerly doctrinaire socialist countries cited above, privatisation of businesses from breweries to cement factories has already begun. In others the word is bandied about vaguely by government officials while nothing is done to promote it.

The politics and economics of Africa put peculiar obstacles in the way of privatisation.

There is no shortage of the free enterprise ethic in Africa. Across the continent, millions of people are struggling to make a living out of miserable salaries top up their incomes by taking a couple of days off work to sell firewood or by acting as cooking oil and hi-fi salesman for the community.

Official ideological opposition to privatisation has weakened. "Even in the Soviet Union and in China, they are changing and allowing things to operate," was the justification for private enterprise offered recently by an official of the Marxist Mozambican government.

The problem is one of capital and of financial expertise. There are only a handful of stock markets in Africa, and they are small. The experience to buy a major state company in a poverty-stricken African country, the uncomfortable answer is that buyers in Africa tend to come from a restricted pool of foreign companies behind a few rich local businessmen

Privatisation in Africa

The spirit is willing, the state obstructs

By Victor Mallet

— hardly a recipe for Thatcherite popular capitalism. Further obstacles arise because the local businessmen are often a racial minority envied by their fellow citizens and therefore discouraged from increasing their control of the economy — Asians in East Africa, Lebanese in the West and whites in Zimbabwe.

Foreign companies meanwhile face hostility from the many African governments which continue to cherish deep-seated anti-capitalist feelings and to follow nationalistic policies.

But even if a government is prepared to risk political upheaval by privatising a poorly run and overmanned state corporation, accepting mass redundancies and an erosion of vested interests, there is no guarantee that a local investor will be tempted to buy.

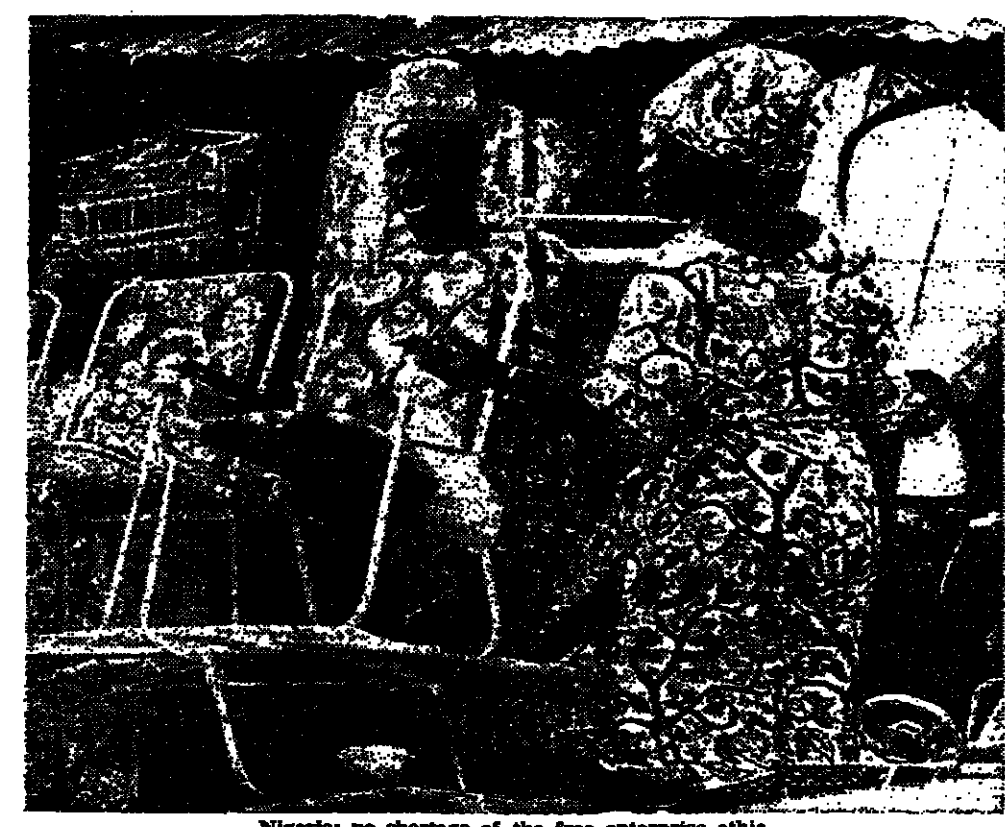
For a start, African governments are keen to sell off their basket cases while retaining state enterprises showing signs of profitability. Tanzania wants to privatise the worst of its nationalised steel estates, not the best. In Zambia, says a leading businessman, "the good parastatals (state-owned companies) they want to keep, and the bad ones are very bad."

accurate assessment of their value virtually impossible.

Potential foreign investors are also put off by a daunting, albeit diminishing, array of disincentives, including price-fixing which limits profits, difficulties with repatriating those profits, shortages of foreign exchange, corruption, poor infrastructure, bureaucracy, worries about political stability and the frequent absence of continuity in government policy.

There is little to stop the renationalisation of privatised industries. In Zambia last year the Government raised the official price of maize meal, a staple food, in accordance with an austerity programme supported by the International Monetary Fund (IMF). Food riots erupted, and the Government reacted not only by cutting the price but also by nationalising the private sector of the maize-milling industry, apparently offering the millers as scape-goats for the troubles.

Opportunities exist for investment in African enterprises going private, but not for the time being. Multinational companies such as Lomho, with long experience of operating in African government circles and in the labyrinthine of the African business world, seem to stand a better chance of success than most. Lomho has been taken over state farmland in



Nigeria: no shortage of the free enterprise ethic

Mozambique to grow cotton and citrus for export.

The would-be private investors in Africa itself are not entirely of their own. They can draw on the support of Western donors, particularly those like the US which prefers to channel aid to the private sector, and they can be helped by the International Finance Corporation (IFC), the World Bank affiliate charged with assisting private enterprise in developing countries.

Last year the IFC, the African Development Bank and the United Nations Development Programme launched the so-called Africa Project Development Facility (APDF) to provide advisory services to African entrepreneurs and help them to secure financing.

"There are numerous private entrepreneurs who would like to take their businesses into the modern productive sectors of their economies, but they need assistance," says Mr Andre Gracoe of the APDF's Abidjan office.

Privatisation of national utilities such as telecommunications and electricity is politically unacceptable and impracticable in most of developing Africa. Mr Kenneth Kaunda, president of Zambia, said recently that he had turned down a nationalised copper mines because the

takeover would lead to redundancies. Banks, breweries, factories and farms are among the first businesses to be put up for sale for governments taking the privatisation road.

A recent IFC study of 11 sub-Saharan African countries showed that most investment opportunities in the modern sector were of small to medium size, between \$750,000 and \$3m, mainly in agricultural processing and light manufacturing.

The American food processing firm H. J. Heinz Company is one of the few foreign companies to make inroads into the state sector of southern Africa, and the way has not been easy.

The company reached agreement earlier this year to buy 49 per cent of a state-owned vegetable oil plant in Zambia and to manage the plant, with Heinz president and chief executive Anthony O'Reilly saying he hoped they could change their own prices without interference. Since then the Government has broken with the IMF and introduced strict controls on the prices of basic commodities, including cooking oil.

Nigeria's plans for the improvement of state enterprises range from full privatisation to the retention of 100 per cent state control accompanied by a degree of commercialisation. Guinea has closed down dozens of state trading companies and is privatising 18 state industrial

enterprises. Mozambique has privatised more than 20 industrial plants since 1985.

In the past few years, African countries have begun to turn their backs on central planning and state control, swallowing—with mixed results—the Western economic medicine of the IMF and the World Bank. Privatisation is only one aspect of the reform process and its success depends on a suitable economic environment which is frequently absent in Africa. Few benefits are likely to flow from privatisation if a monopoly is simply passed from public to private hands with no increase in competition.

Privatisation is an international phenomenon, but its scope is likely to be limited in all but a few African countries by the shortage of local capital and management skills and a variety of other political and economic obstacles. So far only an estimated 5 per cent of Black Africa's hundreds of state-owned companies have been closed or denationalised in the 1980s.

A recent IMF working paper says that there are more than 1,000 enterprises slated for privatisation worldwide. Yet the most striking feature of privatisation in most countries, it says, "is the marked divergence between stated intentions and follow-up action."

Lombard

The hard sell is yet to come

Peter Riddell

THE GENERAL election may only have ended a month ago, but its lessons are already in danger of being forgotten. With the opposition in disarray, the impression has been given that it is business as usual for the Government.

But it is not quite as simple as that. The nature of the campaign leading up to June 11 raised questions about the extent of support for the radical agenda the Government is now trying to implement.

The election was not smooth going, as Mr Rodney Tyler vividly portrays in Campaign! The Selling of the Prime Minister, published today. There was ineptness, jealousy, and argument worthy of Dynasty or Dallas, with rival groups of advisers and advisers for influence with "Her," as Mr Tyler at one point describes Mrs Thatcher.

The behind-the-scenes account depicts the always delicate relationship between Mrs Thatcher and Mr Norman Tebbit, the Conservative party chairman. When the campaign faltered Mrs Thatcher, needing reassurance, sought the informal advice of her old team of media gurus, notably Mr Tim Bell, the flamboyant former executive of Saatchi & Saatchi who was closely involved in the 1979 and 1983 campaigns.

Indeed, the book bears the fingerprints — and at times the footprints — of Mr Bell and Lord Young, who was drafted in to Conservative Central Office just before the campaign to strengthen its running. They are the main heroes who help save the heroine in her struggle against unnamed obstructive people in the Tory machine and always aggressive television interviewers. There will no doubt be alternative versions.

Mr Tyler also examines the way in which the direction of the campaign changed. After producing a lengthy manifesto full of radical commitments, the Tories were quickly forced on to the defensive. There was, for example, the early confusion over the education proposals. So, with Labour making the early running, the Tories reverted to a more traditional campaign of defending their past record and attacking Labour.

Significantly, in a post-election interview with Mr Tyler, Mrs Thatcher says the worst moment of the campaign was at the end of the first week: "when we made the reassessment, we felt the message was not getting across." Despite a desire to be positive, the opposition attacks meant that the campaign had to be turned round.

The result, however, was that for much of the campaign there was little discussion of the main manifesto commitments — especially on housing, rates reform and privatisation.

The public debate on many of the issues is only beginning. Ministers may, with some justice, complain about Tory backbenchers who only now raise objections to the replacement of those on education, the community charge, pointing out that this was quite explicitly spelt out in the manifesto. But that is politically irrelevant. There is little evidence in the opinion polls that many people voting Tory on June 11 either knew much about the proposal or were positively enthusiastic about it. The Government may constitutionally be able to claim a mandate for such a radical change, but that does not mean the public has been convinced of its desirability. The same points apply to other proposals, such as those on education, housing, and water and electricity privatisation.

Some of these proposals also challenge local Tory vested interests. They would not mute their criticisms. Just because a promise was included in the manifesto.

The Tories won the election largely because of their past record and a dislike of the alternatives. They would be mistaken to assume that the success implies popular support for their agenda, which only surfaced occasionally during the campaign. The task of communications and political persuasion did not end, but began, on June 11.

Campaign! The Selling of the Prime Minister, by Rodney Tyler, Grafton Books, £7.95 paperback, £5.95 paperback.

Prepare C4 for independence

From Mr Edmund Dell

Sir,—Channel Four is currently funded by a subscription levied by the IBA on the ITV companies. In return they sell C4 advertising time. In the year to end March 1987, advertising revenue involved on C4 exceeded the subscription by about £20m. Although there are certain costs that, under the present structure, C4 itself does not pay, these figures conceal my view that C4 can prosper as an independent entity selling its own advertising time in competition with ITV, and that it can do so without sacrificing its present distinctive programme remit.

These figures also confirm that the ITV companies, in addition to the monopoly profits they already make out of their own channel, are now making further monopoly profits out of C4. I cannot believe that this was ever the Government's intention.

It has so far been assumed that there can be no change in the present C4 funding system until the end of the present century. Even if that be true, there is one important step that can be taken as soon as Parliament has passed the necessary legislation. C4 is at present a subsidiary of the IBA. It could be established as a separate authority on the model of the Welsh Fourth Channel. The Welsh Fourth Channel is a separate authority, funded in the same way as C4, though with a right of appeal to the Secretary of State if it is not satisfied with the subscription allocated to it by the IBA. There is no reason why C4 should not be placed in the same position.

This would have several advantages. It would help to prepare C4 for the total independence, in funding as in other matters, which is bound to come. It would enable C4 to negotiate freely with the ITV companies a subscription which would reflect more accurately the actual advertising revenue earned in its advertising time. At the moment that negotiation is subject to final determination by the IBA, an organisation which has sometimes shown itself to be rather soft in its relations with the ITV companies. In that connection, it would enable C4 to insist that instead of being given just an annual figure of advertising revenue, it should have the monthly figures which are at the moment kept from it by the ITV companies. It would help to end lingering suspicions among independent producers that the ITV companies have, as funders and suppliers, a privileged foot in the door. I believe that now that it has been demonstrated that C4 can pay for itself, it is questionable

Letters to the Editor

whether full independence does have to wait January 1 1993. However that may be a separate C4 authority is the minimum step that should now be taken.

Edmund Dell
4 Reynolds Close NW11

Adequate capital

From Mr M. Crow
Sir,—I see (July 8) that US bank regulators have substantially relaxed their rules on capital adequacy in a bid to rebuild the foundations for vital needed manufacturing exports and to reduce the flow of manufactured imports.

We are described as a divided nation. If the cracks in the centre cannot be repaired this divide will continue to widen. Derek Lowe
Luthbury, Bucks.

It brings to mind the Belgian Minister of Transport of some years ago. On being presented with the results of a survey about the accident statistics proved Belgian drivers to be the worst in Europe, the worthy gentleman was reported as replying that this was nonsense why more applicants passed their driving test first time in Belgium than anywhere else in Europe.

Whether governed by a capital adequacy test or a driving test, the results of a crash can be equally harmful. Malcolm Crow
60 Woodland Rise, N10.

Support for the centre

From Mr D. Lowe
Sir,—Some 37 per cent of the electorate voted against Thatcher-style Conservatism, yet well over 42 per cent of the electorate could not support Labour. There is a massive body of the UK electorate that could easily be drawn towards centre politics, especially as the British economic tide changes with the progressive loss of North Sea oil revenues. Liberals and SDP have failed to direct this central voting core which has resulted in a pitiful showing of Liberal and SDP MPs and the loss of considerable valuable expertise from the House.

The centre core of UK voters needs policies which are democratic, liberal and sensible. If those policies are mildly green and reasonably Christian their appeal would be wide enough to generate an upsurge in centre support. This should eventually lead to proportional representation, a fundamental cornerstone in any modern democracy, and the next major democratic phase after universal suffrage. If the SDP and Liberal parties are incapable of unifica-

tion, cannot select common policy, and fight over minor dogma, then a major core of UK voters will continue to drift from left to right and back again, continuing to swing the through the centre. The extreme Left and Right British politics become further polarised.

"Unity is strength." As we cease to be an "oil state" Britain will need all the unity and strength it can muster. The best educational and industrial policies are needed to rebuild the foundations for vital needed manufacturing exports and to reduce the flow of manufactured imports.

We are described as a divided nation. If the cracks in the centre cannot be repaired this divide will continue to widen. Derek Lowe
Luthbury, Bucks.

Paper pushing is paramount

From Mr T. Ulrich
Sir,—Recently a German client asked me to take over an Olivetti PC to test some software and to bring back an IBM PC. I needed a Customs carnet and an export licence although both machines are manufactured in the EC.

I went to the Department of Trade the same day to explain the urgency. They were most helpful and issued the licence the next day. My client then rang to say he was unable to obtain an export licence for his machine in less than three weeks, and it would be cheaper for me to buy a computer here at his expense.

We should be grateful if our bureaucracy is more efficient than the Germans, but it is amazing that after 15 years in the EC such a simple transaction should be so complicated. It is small wonder that the Americans have an advantage. T. C. Ulrich
35 Stratford Road, W8.

Funding for operas

From Mr J. Ward
Sir,—In your leader "Arts funding and market forces" (July 8) you ask "why should the majority who hate opera subsidise the relatively wealthy who can afford to buy tickets at Covent Garden?" The short answer is "They shouldn't."

Over 60 per cent of its 2,000 seats now cost £30 or more for opera performances. The overall artistic standard is unacceptably low. The few marvellous evenings of the few Covent Garden is still capable should be condensed into an

annual 12 week season financed by private corporate and personal affluence. The public subsidy currently allocated to Covent Garden should be redistributed to the English National Opera and regional opera companies whose innovative and unselfish approach to the arts in Britain realises its potential to be a popular art form.

The relatively low public subsidy for opera in Britain may be a national scandal but for the most part years at any rate is the political reality. That so large a proportion is earmarked to bail out our leaking opera companies is a luxury we should no longer tolerate. John Ward
18 Nelson Place, NL

New inland tax haven

From Mr D. Goch
Sir,—I was dismayed to read the "Men and Matters" reference (July 8) to the "little-known financial centre of Harpenden" as being a town on London's northern fringe.

It is the political reality. That so large a proportion is earmarked to bail out our leaking opera companies is a luxury we should no longer tolerate. John Ward
18 Nelson Place, NL

It, however, we can achieve our ambition to declare a recession from our somewhat over-bearing neighbouring town of St Albans (to which we were unhappily joined for obscure administrative reasons in the last-but-one round of local government reorganisation), we can then turn our mind to becoming a new inland tax haven—a kind of San Marino in deepest Hertfordshire. Desmond Goch
4 Paddock Wood, Harpenden, Herts.

Review tax policy

From Mr E. Burch
Sir,—I heartily agree with Mr Prowse (July 8) who suggests that before we go ahead blindly with community charge or poll tax ideas, Mrs Thatcher should commission a thorough Treasury review of all aspects of tax policy. It is my belief that there are some better ideas outside the Treasury than — at the moment — inside it. The Treasury should not be too proud to accept some ideas from the community.

For example, a community charge might well be based on land value, rather than a head count. E. Burch
34 Dorset Square NW1.

TENDERS MUST BE LODGED AT THE BANK OF ENGLAND, NEW ISSUES (T), WATKINS STREET, LONDON, EC4M 8AA NOT LATER THAN 10.00 A.M. ON WEDNESDAY, 15TH JULY 1987, OR AT ANY OF THE BRANCHES OR AGENCIES OF THE BANK OF ENGLAND NOT LATER THAN 3.30 P.M. ON TUESDAY, 14TH JULY 1987.

ISSUE OF £500,000,000
3 per cent TREASURY STOCK, 1992
FOR TENDER AT A MINIMUM TENDER PRICE OF £85.50 PER CENT

PAYABLE IN FULL WITH TENDER

INTEREST PAYABLE HALF-YEARLY ON 15TH JUNE AND 15TH DECEMBER

This Stock is an investment falling within Part II of the First Schedule to the Trustee Investments Act 1963. It is not a security of the Bank of England and is not a security of the Bank of England or any of its branches or agencies.

1. THE GOVERNOR AND COMPANY OF THE BANK OF ENGLAND are authorised to receive tenders for the above Stock.

2. The principal of any loan on the Stock will be a charge on the National Loans Fund, with interest to be paid by the Bank of England.

3. The Stock will be repaid at par on 15th June 1992.

4. The Stock will be lodged at the Bank of England or at the Bank of Ireland, Dublin, and will be transferable in whole or in part by instrument in writing in accordance with the Stock Transfer Act 1963. Stock registered at the Bank of England held for the account of members of the General Public will be transferable in whole or in part by instrument in writing in accordance with the Stock Transfer Act 1963 and the relevant subordinate legislation. Transfers will be free of stamp duty.

5. Tenders will be payable half-yearly on 15th June and 15th December. Income tax will be deducted from payments of interest on the Stock at the rate of 22.5% per cent. The first payment will be made on 15th December 1987 at the rate of £1.2247 per £100 of nominal value.

6. Tenders will be lodged at the Bank of England, New Issues (T), Watkins Street, London, EC4M 8AA not later than 10.00 A.M. ON WEDNESDAY, 15TH JULY 1987, or at any of the BRANCHES OR AGENCIES OF THE BANK OF ENGLAND NOT LATER THAN 3.30 P.M. ON TUESDAY, 14TH JULY 1987. Tenders must be made under which the tenderer agrees to accept the Stock at the minimum tender price or at a higher price if the minimum tender price is not accepted.

7. Each tender must be for one amount and at one price. The minimum price, below which tenders will not be accepted, is £85.50 per cent. Tenders must be made at the minimum price or at a higher price if the minimum price is not accepted. Tenders must be made at the minimum price or at a higher price if the minimum price is not accepted.

8. Tenders will be accompanied by payment in full, in the price tendered (minimum of £25.00) and by a cheque for the balance of the tender price. The cheque must be payable to the order of the Bank of England or to the order of the Bank of Ireland or to the order of the Bank of Scotland or to the order of the Bank of Wales or to the order of the Bank of Northern Ireland or to the order of the Bank of the Channel Islands or to the order of the Bank of the Isle of Man.

9. Tenders must be in a minimum of £100 Stock and for multiples of Stock as follows:

Amount of Stock tendered for

£100-£250	£250
£250-£500	£500
£500-£1,000	£1,000
£1,000-£2,500	£2,500
£2,500 or greater	£25,000

10. The Bank of England reserves the right to reject any tender or part of any tender and any tender which is not a tender for the full amount of the Stock. Tenders will be accepted in descending order of price and no tender will be accepted at a price lower than the minimum tender price. All tenders will be made at the minimum price or at a higher price if the minimum price is not accepted. All tenders will be made at the minimum price or at a higher price if the minimum price is not accepted.

11. Tenders will be accepted in descending order of price and no tender will be accepted at a price lower than the minimum tender price. All tenders will be made at the minimum price or at a higher price if the minimum price is not accepted. All tenders will be made at the minimum price or at a higher price if the minimum price is not accepted.

12. No tender will be accepted for a less amount than £100 Stock. In the event of partial acceptance, or of tenders at prices above the minimum price, the excess amount paid will, when refunded, be credited by cheque to the tenderer at the discretion of the Bank of England. If no tender is accepted, the amount paid with tender will be returned. No payment on presentation of a cheque in respect of any Stock tendered will be made until the minimum tender price has been accepted. A new order to the London Inter-Bank Offered Rate for seven days deposits in sterling ("LIBOR") plus 1 per cent per annum may, however, be charged on the amount payable in respect of any tender which is not accepted. The amount of the charge will be determined by the Bank of England by reference to market quotations, on the due date for such payment, for LIBOR obtained from such sources as the Bank of England deems appropriate.

13. Copies of the prospectus may be obtained from the Bank of England, New Issues (T), Watkins Street, London, EC4M 8AA on any day not later than 15th August 1987. Such requests must be signed and must be accompanied by the payment of £1.00 per copy. The prospectus will be sent to the tenderer on request. The prospectus will be sent to the tenderer on request. The prospectus will be sent to the tenderer on request.

14. Tender forms and copies of this prospectus may be obtained at the Bank of England, New Issues (T), Watkins Street, London, EC4M 8AA, or at any of the BRANCHES OR AGENCIES OF THE BANK OF ENGLAND, or at the Bank of Ireland, Dublin, or at the Bank of Scotland, Glasgow, or at the Bank of Wales, Cardiff, or at the Bank of Northern Ireland, Belfast, or at the Bank of the Channel Islands, Jersey, or at the Bank of the Isle of Man, Douglas.

Government statement
Attention is drawn to the statement issued by Her Majesty's Treasury on 26th May 1987 which contains details of the tendering process for the issue of 3 per cent Treasury Stock, 1992. The Government will be responsible for the issue of the Stock and for the payment of interest on the Stock. The Government will be responsible for the issue of the Stock and for the payment of interest on the Stock.

Bank of England
LONDON
10th July 1987

THIS FORM MAY BE USED
TENDER FORM

This form must be lodged at the Bank of England, New Issues (T), Watkins Street, London, EC4M 8AA not later than 10.00 A.M. ON WEDNESDAY, 15TH JULY 1987, or at any of the BRANCHES OR AGENCIES OF THE BANK OF ENGLAND not later than 3.30 P.M. ON TUESDAY, 14TH JULY 1987.

ISSUE OF £500,000,000
3 per cent Treasury Stock, 1992
FOR TENDER AT A MINIMUM TENDER PRICE OF £85.50 PER CENT

TO THE GOVERNOR AND COMPANY OF THE BANK OF ENGLAND

I/We tender in accordance with the terms of the prospectus dated 10th July 1987 as follows:

Amount of Stock tendered for

£100-£250	£250
£250-£500	£500
£500-£1,000	£1,000
£1,000-£2,500	£2,500
£2,500 or greater	£25,000

1. NOMINAL AMOUNT OF STOCK

£	
---	--

2. AMOUNT OF PAYMENT (a)

£	
---	--

3. TENDER PRICE (b)

£	:	p
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The price tendered per £100 Stock, being a multiple of 5p and not less than the minimum tender price of £85.50.

I/We request that any tender in excess of the minimum tender price be sent by post at my/our risk to the address shown below.

July 1987

SIGNATURE
of or on behalf of tenderer

PLEASE USE BLOCK LETTERS

NAME(S) IN FULL

FORENAMES IN FULL

SURNAME

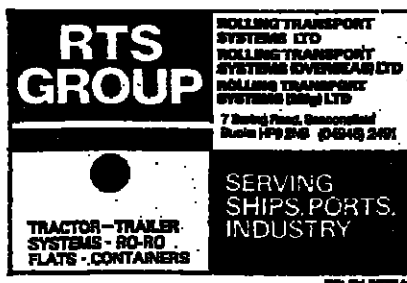
FULL POSTAL ADDRESS

POST-TOWN

COUNTY

POSTCODE

A separate cheque must accompany each tender. Cheques should be made payable to "Bank of England, New Issues (T), Watkins Street, London, EC4M 8AA". Cheques must be drawn on a bank in, and be payable in, the United Kingdom, the Channel Islands or the Isle of Man.



SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday July 13 1987

KIER
 A MEMBER OF THE BEAZER GROUP

Japanese bond contract to add zest to Liffe

BY ALEXANDER NICOLL IN LONDON AND YOKO SHIBATA IN TOKYO

NEW FUTURES contracts sometimes flop spectacularly. But if any appears to have the ingredients of a sure-fire success, it is the Japanese government bond contract to be launched on the London International Financial Futures Exchange today.

Liffe has developed the contract in close consultation with Japanese houses which are likely to be enthusiastic users, and with the Tokyo Stock Exchange which has a highly successful contract of its own.

The years which prospective Japanese futures traders have spent trooping studiously through the visitors' galleries of foreign futures exchanges, observing the apparently chaotic open outcry system, can thus start to pay off in earnest.

Liffe has 29 Japanese members but until today they have been virtually dormant. Many have staffed up for the launch, and more are looking to buy memberships, adding to the already severe pressure on Liffe's capacity which has more than doubled seat prices to £220,000 this year.

Each seat entitles the holder to just one floor trader, and Liffe is planning later this year to take measures - possibly including a rights issue of seats - which will alleviate the capacity problem.

Nomura has hired a floor staff of three. Bank of Tokyo Capital Markets will not have a floor trader, but has assembled a trading and sales team of a dozen people.

Today will no doubt see a good deal of the "congratulatory" trading which marked the opening of the Tokyo futures market in 1985 - only to end in disaster when monetary conditions were tightened a few days later and the market crashed. After that setback, business built rapidly.

Liffe will be hoping for a smoother build-up of volume as participants feel their way and as liquidity grows in the bond market itself.

Nobody knows the size of the

London market in Japanese government bonds underlying the Liffe contract. The estimated total of ¥500bn to ¥1,000bn, however, is concentrated almost entirely in the active No. 89 bond.

The arrival of the Liffe contract, coupled with the hoped-for introduction of an inter-dealer broker's screen in London for the Japanese market, could spread the liquidity of the cash market more widely - though even in Tokyo, most trading is concentrated in the No. 89 bond.

The Tokyo futures contract is used heavily for speculation, and that is also likely to be the pattern in London, though the futures allow more efficient hedging of government and European bond positions.

Liffe will have some advantages over its Tokyo counterpart. Transaction costs will be sharply lower because commissions are fixed in Japan - though the Tokyo Stock Exchange has proposed to cut them to a quarter of their current level by August - and margins are payable in London only on net positions instead of each individual short or long position as in Tokyo.

Liffe, which has no daily price limits on its other contracts, has compromised with Tokyo which suspends trading for the rest of the day if prices move more than ¥2.

Liffe has a ¥1 limit but suspends trading only for an hour after which business proceeds without limit.

Open outcry will allow for continuous pricing, while in Tokyo the system under which "sairon" men match orders can create breaks in which no price is available.

In Tokyo, banks are preparing for long nights as 24-hour trading approaches. One bank said it is considering a triple-shift system for traders and the establishment of rooms for naps.

One senior executive says: "The bank will order junior staff to cover trading on Liffe, instead of playing Mahjong in the evening."

INTERNATIONAL BONDS

Drive for US market support

A DRIVE was on in the Eurobond market last week to demonstrate that US companies should not be deterred from issuing bonds writes Claire Pearson in London.

This was designed to counter the disquiet created as some borrowers called outstanding issues, taking advantage of uncertainty over the withholding tax treatment of Eurobonds issued through Netherlands Antilles subsidiaries.

The uncertainty was brought to an end over the weekend when the US Treasury, bowing to pressure from the market, announced that interest paid by the offshore affiliates of US corporate borrowers would continue to be exempt from withholding tax.

A handful of borrowers including Bank of Boston, RJR Nabisco and J. C. Penney opted to redeem bonds early, even though the US Treasury had already indicated that Eurobonds might be exempted from the effects of the abrogation of its tax treaty with the Netherlands. It is now unclear whether the companies can go ahead with the calls.

These redemptions, which capitalise on the fall in interest rates since the early 1980s (US withholding tax on Eurobonds was removed in 1984, so issuers have not needed to borrow through offshore havens

since), were widely viewed as opportunistic and unfair.

According to the Association of International Bond Dealers, the potential calls amount to \$1.99bn principal amount which would constitute a loss to bondholders of some \$120m.

It was thought likely last week that the calls would tarnish the image of US companies in the Eurobond market. Nevertheless, four US borrowers managed to launch Euro-dollar bond issues, meeting reasonably good receptions, although lead-managers were handling some of the offerings with kid gloves.

Lead-managers of the issues for Franklin Savings and Fugua Industries said documentation included unusually tight tax call provisions, designed to prevent a call unless

withholding tax law was changed. Provisions have varied widely, but the more common form allows for a call if there is a high probability of a change in the tax position.

Though GMAC's issue incorporated a slightly less severe clause, dealers said a general tightening-up of tax call provisions would become necessary for US corporate issues.

At a meeting today of the International Primary Market Association (IPMA), the trade association which groups Eurobond issuing houses, houses were expected last week to discuss issuing a guideline to standardise tax call clauses.

It is ironic that this extra difficulty for US companies should have arisen at a time when, thanks to the relative stability of the currency, market conditions for raising dollar

funds could be turning in their favour.

Because of the thin supply of paper over the last months, new issue managers say rates for some borrowers, at some maturities, have now become competitive with those available in the US domestic corporate bond market.

Most of the last week's issuers in the Eurodollar market tapped shorter maturities, as investors are still wary of moving further out along the yield curve despite attractive interest rates.

Elsewhere, the main feature was the reappearance of bonds with warrants to buy shares in Japanese companies, despite earlier declarations by securities houses that the market was closed for the time being due to heavy oversupply.

The view was undermined by Nikko Securities' decision to issue two bonds the week before. This must have made it harder for the other securities houses to persuade borrowers that they were unable to tap the market.

Nomura was still holding out. It did not join the management groups of the other houses' bonds, and had no immediate plans to lead any issues. Up to eight new bonds are expected to emerge from the stables of the other houses this week.

EUROMARKET TURNOVER Turnover (£m)									
Primary Market	Secondary Market	Other	Other	Other	Other	Other	Other	Other	Other
US\$ 1,916.1	285.4	644.5	4,594.6	25,413.3	3,080.3	10,583.2	6,157.4	21,162.2	618.3
£ 1,251.1	429.5	480.0	3,396.6	14,022.2	2,209.5	8,505.5	4,532.0	14,022.2	2,209.5
Other	2,885.3	177.5	388.1	13,585.2	31,888.4	25,352.0	25,352.0	14,022.2	2,209.5
Prev	2,802.8	9.5	68.0	588.1	14,022.2	2,209.5	4,532.0	14,022.2	2,209.5
Secondary Market	US\$ 1,251.1	429.5	480.0	3,396.6	14,022.2	2,209.5	8,505.5	4,532.0	2,209.5
Prev	1,251.1	429.5	480.0	3,396.6	14,022.2	2,209.5	8,505.5	4,532.0	2,209.5

Week to July 9 1987

Source: AIBD

Alcoa plans to take \$165m charge in second quarter

BY WILLIAM HALL IN NEW YORK

ALCOA, the world's largest aluminium producer, which last month strengthened its top management team by hiring a new chief executive from outside the group, will take a \$165.7m after-tax charge in its second quarter.

The bulk of the charge - some \$124.9m - relates to operations that the company intends to phase out or shut down during the next two years. This includes refining capacity that is no longer competitive in the world market, the permanent shutdown of one smelting pole in Surinam, and the write-down of fabricating facilities as the result of modernisation and restructuring.

Alcoa says that it will make specific announcements concerning the refining and fabricating facilities.

The group is also taking an extraordinary charge of \$33.9m to cover the cost of retiring early nearly \$300m of high-interest rate debt and a \$16.9m charge for the economic impairment of shipping operations.

Alcoa earned \$53.3m, or 63 cents a share, in the second quarter of 1986 and says that if the special charges are excluded it expects to report a significant improvement in income from operations over the first quarter and prior year quarterly results. It says that this is due to "the improving economic fundamentals in the world aluminium industry."

Alcoa's shares closed at \$59 1/2 on Friday and the company says that it will report its second-quarter results on Friday.

Last month Mr Paul O'Neill, 51, quit his job as president of International Paper and took over as chairman and chief executive of Alcoa following the early retirement of Mr Charles Parry. The company's decision to hire a new chief executive from outside the group for the first time in its 99-year history surprised some observers but has been welcomed by Wall Street as an indication that Alcoa is intent on getting to grips with its deep-seated problems.

Israeli munitions group to lay off workforce

SOLTAM, a leading Israeli manufacturer of field artillery and ordnance, plagued by dwindling orders for several years, is to close temporarily from this week, writes Judith Malkin in Tel Aviv.

The company, 75 per cent owned by the Koor conglomerate, is putting all its staff on paid leave for a month and will then decide whether to extend the layoffs without pay until further recovery measures are adopted.

Soltam, which has annual turnover of more than \$100m, is heavily dependent on overseas markets for its sales. Currently it has no firm export contracts in hand. Meanwhile, the value of its unsold inventory has accumulated to over \$80m.

Analysts have attributed the virtual cessation of Soltam's sales in recent months to the fact that its prices are no longer competitive with those of manufacturers in other countries, especially Taiwan. Like other Israeli defence companies, Soltam has also been hurt by cuts in orders from the Israeli Defence Ministry.

According to Mr Shlomo Zabludovitz, the chairman and holder of the remaining shares in the company, Soltam has been losing \$250,000 every day it stays open.

CREDITS

BTR £1bn mandate to Bankers Trust

BTR, the UK industrial holding company, has awarded the mandate for a £1bn financing to Bankers Trust International, writes Stephen Fidler in London.

The financing, half of which will be committed, is in the form of a multi-option facility, which has proved a cheap and flexible borrowing method for British companies this year.

Up to \$500m of the committed portion will be available to BTR Dunlop, the US holding company.

Such facilities often back up commercial paper (CP) facilities, and it is thought likely that BTR may follow with a dollar CP programme.

UK borrowers dominated a rather quiet market this week. Other potential entrants are being held up for a variety of reasons: the problems of the utility firms, for example, are holding up a queue of would-be Spanish borrowers and the slow progress of the deal for Companhia Nacional de Petróleo may be keeping other Portuguese borrowers out. Still others may be waiting to prove wrong their bankers, some of whom have been advising them that margins are on their way up.

As reported, British Airways has awarded a mandate for a \$2bn financing to replace its fleet of 19

Lockheed Tristars, to National Westminster, Chemical and Mitsubishi banks.

NatWest also led a £70m financing to support the £150m management buyout of the Compass Group, Grand Metropolitan's contract services division. The seven-year loan carries a margin of 1.5 per cent over London interbank offered rate, and should be signed on July 24.

Credito Italiano became the first Italian bank to establish a Eurocertificates of deposit programme, appointing Merrill Lynch International as dealer.

In the Eurocommercial paper market, Novo Industri, the Danish pharmaceuticals concern, established a \$100m programme arranged by Morgan Guaranty, with Copenhagen Handelsbank and SBCI also as dealers.

Ostgöta Enskilda Bank of Sweden has a similar-sized programme through Svenska Handelsbanken, with Chase and Warburg as dealers. It is supported by a \$30m revolving credit.

Solvay of Belgium appointed Deutsche Bank Capital Markets to arrange its \$100m programme. Other dealers include Citicorp, Generale Bank, Manufacturers Hanover and Morgan Guaranty.

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CHASE MANHATTAN GOVERNMENT SECURITIES, INC.
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MANUFACTURERS HANOVER TRUST COMPANY
MARINE MIDLAND SECURITIES INC.
PNC INVESTMENT CO.

All of these securities having been sold, this announcement appears as a matter of record only.

INTERNATIONAL CAPITAL MARKETS

UK GILTS

Indications are that a quiet summer is in prospect for investors

DULL MARKETS breed confusion. This cliché has been underlined in the gilt-edged market over the last week or so.

The usual spate of circulars from market-makers has been telling investors alternately that monetary policy needs to be tightened, or that it already has been tightened, or that there is no need to worry.

The start of the annual public spending round meanwhile has brought the usual, probably well-founded, concerns about the vulnerability of the government's spending targets.

But the evidence from the other side of the official balance sheet is brighter. Revenues remain buoyant, boosted by the strength of the economy, higher oil prices, and the privatisation bonanza.

The apparent contradictions have left the gilt-edged market bemused, with only occasional surges of activity in response to sterling's shifts on foreign exchange markets. The signs are that it will take an unexpected external shock to push the market decisively out of the present narrow trading range.

On the domestic front it is hard to escape the conclusion that monetary policy has loosened. In an ideal world, the Bank of England would probably prefer to see short-term interest rates slightly higher—perhaps 9½ per cent rather than 8 per cent.

Rapid growth in broad money, in part a reflection of massive foreign exchange intervention in the run-up to last month's general election, sharp rises in asset prices and a rebound in pay settlements are all taken seriously.

The Bank does not appear as sanguine as those who argue that such trends can be indefinitely ignored so long as the exchange rate remains firm. Instead they are seen as early warning signals. The same pressures which impact on domestic inflation may eventually hit the exchange rate, and the aim of official policy is to anticipate rather than react to such an eventuality.

That is not to say, however, that the authorities are intent on deliberately tightening policy—either through higher interest rates or by taking the lid off the exchange rate.

US MONEY AND CREDIT

Regulators push markets into chaos

THE US debt markets have been dominated by their own internal problems over the last fortnight. For a change investors have been spending far more time monitoring the activities of the regulators than worrying about the implications of rising tension in the Middle East or Colonel Oliver North's testimony on Capitol Hill.

The US Treasury's decision on June 29 to tear up the tax treaty with the Netherlands Antilles, a favourite tax haven for US corporate borrowers, was the first bombshell to hit the market.

Suddenly, holders of more than \$300bn of US corporate Eurobonds faced the prospect of having to pay a 30 per cent withholding tax on their interest payments from the beginning of next year. The announcement created havoc in the Eurobond market and caused considerable embarrassment for many US corporate borrowers anxious to maintain the good will of international investors.

The second shock was the news that federal investigators had launched a far-reaching probe into the tax-exempt municipal bond market. Various questions are being examined. They range from whether the several billions of dollars raised in tax-exempt issues was used for legitimate purposes, to whether up to \$12bn of tax-exempt bonds were "parked" illegally and later sold to genuine investors after changes in the tax laws.

The US Treasury was quick to realise that it had blundered. Although Mr Roger Mentz, the Treasury's assistant Secretary in charge of tax policy, appears amazed by the violent reaction of the Eurobond markets to the US decision to tighten up on tax evaders, he has spent the last week manfully cleaning up the mess.

Late on Friday a humiliated Treasury amended its earlier announcement to ensure that investors holding bonds issued through the offshore affiliates of US corporations would not be subject to withholding tax on their interest payments.

By contrast, the uncertainty engendered by the investigations into the municipal bond market does not look like it can be solved as quickly.

Against this background, the credit markets marked time for much of last week as traders returned from their July 4 celebrations. A stronger dollar

and a smaller-than-expected 0.2 per cent rise in US producer prices last month helped calm inflationary fears but investors remain cautious.

Oil prices have risen to their highest level in 18 months and the increasing tension in the Middle East combined with rises in other commodity prices keep inflation fears alive. Salomon Brothers notes in its latest Comments on Credit that the Federal Reserve has, in recent weeks, become noticeably more relaxed in its conduct of open market operations.

In the latest week, the Fed permitted a fairly substantial build-up of reserves, reflecting declining Treasury deposits and surging holiday float, without taking offsetting action. This has contributed to a softer tone in the Fed funds market, says Salomon. However, the firm believes the Federal Reserve will work to keep the funds rate at around 6½ per cent.

In the money markets short-term rates have fallen considerably from the levels reached in April and May, when the three-month bill rate peaked at 10½ per cent.

While the cost of bank funds has not fallen as much, the rates on three-month prime certificates of deposit have decreased 50 basis points over the past couple of months. As a result the banks could easily justify a quarter point cut in their 3½ per cent prime rates.

In the corporate bond market there was a sizeable upturn in new issue activity last week with

First Boston's figures showing \$3.6bn of fixed income securities brought to market—an increase of more than a third on the previous week.

Smith Barney notes in its latest credit market comment that after a three-month absence of foreign currency denominated launches, two Australian dollar issues were priced last week. For General Mills, A\$100m of three-year notes bearing a 14 per cent coupon were priced at 101.8 to yield 13.5 per cent, or 25 basis points above comparable Australian government paper.

Meanwhile PepsiCo issued A\$50m of similar maturity notes on a 13.5 per cent coupon which were priced at 101 to yield 13.08 per cent, or 9 basis points above comparable government paper.

This is believed to be the first time foreign currency denominated deals have been priced above par in the US.

Smith Barney says that it was due partly to provide high current yields sought by high

yield mutual funds. Among the well-known names coming to market last week American Express raised \$500m of 8½ per cent non-callable seven-year coupon notes at a yield of 8.75 per cent, or 60 basis points above comparable US Treasury paper, and Smith Barney Beckman raised \$150m of similar maturity paper on a slightly higher coupon of 9½ per cent.

The issue, which was increased in size, was priced at 99.7 to yield 8.808 per cent.

Standard & Poor's, the credit rating agency, had some good news last week for bondholders who have had to put up with a steady decline in the quality of existing debt and paper being brought to market over the last year and a half.

It noted that the pace of downgrading of corporate debt eased in the second quarter. S & P lowered the long-term ratings on 79 issues in the second quarter, the same number as in the previous quarter.

William Hall

US MONEY MARKET RATES (%)				
	1 week	1 month	3 months	6 months
Fed Funds (weekly average)	8.50	8.50	8.50	8.50
Three-month Treasury bill	8.50	8.50	8.50	8.50
Six-month Treasury bill	8.50	8.50	8.50	8.50
Three-month prime rate	8.50	8.50	8.50	8.50
90-day Commercial Paper	8.50	8.50	8.50	8.50

US BOND PRICES AND YIELDS (%)				
	Price	Yield	1 week	1 month
Three-month Treasury	101.80	8.50	8.50	8.50
Six-month Treasury	101.80	8.50	8.50	8.50
Three-month prime rate	8.50	8.50	8.50	8.50
90-day Commercial Paper	8.50	8.50	8.50	8.50

Source: Salomon Bros. Estimated.

Money Supply in the week ended June 29 fell by \$7.7bn to \$742.4bn.

NRI TOKYO BOND INDEX				
	1987	1986	1985	1984
Overall	137.00	136.50	136.00	135.50
Government Bonds	137.00	136.50	136.00	135.50
Corporate Bonds	137.00	136.50	136.00	135.50
Yield	4.51	4.50	4.49	4.48

Source: Nomura Research Institute.

FT/AIBD INTERNATIONAL BOND SERVICE

ISS DOLLAR	Yield	Price	1 week	1 month	3 months	6 months	1 year
ABN 8 1/2% 91	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 92	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 93	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 94	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 95	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 96	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 97	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 98	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 99	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 00	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 01	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 02	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 03	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 04	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 05	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 06	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 07	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 08	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 09	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 10	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 11	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 12	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 13	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 14	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 15	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 16	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 17	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 18	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 19	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 20	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 21	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 22	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 23	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 24	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 25	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 26	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 27	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 28	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 29	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 30	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 31	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 32	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 33	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 34	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 35	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 36	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 37	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 38	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 39	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 40	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 41	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 42	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 43	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 44	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 45	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 46	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 47	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 48	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 49	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 50	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 51	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 52	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 53	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 54	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 55	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 56	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 57	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 58	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 59	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 60	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 61	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 62	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 63	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 64	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 65	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 66	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 67	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 68	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 69	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 70	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 71	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 72	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 73	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 74	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 75	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 76	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 77	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 78	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 79	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 80	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 81	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 82	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 83	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 84	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 85	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 86	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 87	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 88	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 89	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 90	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 91	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 92	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 93	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 94	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 95	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 96	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 97	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 98	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 99	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 00	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 01	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 02	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 03	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 04	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 05	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 06	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 07	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 08	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 09	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 10	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 11	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 12	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 13	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 14	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 15	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 16	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 17	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 18	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 19	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 20	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 21	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 22	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 23	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 24	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 25	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 26	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 27	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 28	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 29	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 30	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 31	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 32	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 33	8.50	101.80	8.50	8.50	8.50	8.50	8.50
ABN 8 1/2% 34	8.						

INTERNATIONAL CAPITAL MARKETS and COMPANIES

Brussels airport flotation go-ahead

BY QUENTIN PEEL IN BRUSSELS

THE BELGIAN Government has given its blessing to a scheme for the private control of Brussels international airport through a new company to be floated on the stock exchange.

Brussels Airport Terminal Company (BATC) will have a share capital of some Bfr 3.75bn (\$98m), divided roughly one third each among the Government's existing airport authority, four major institutional shareholders, and ordinary shareholders. Minority shareholdings would also be reserved for airport

users, and airport personnel. The plan was approved by the Council of Ministers on a proposal by Mr Herman De Croo, the Minister of Transport.

Although much less ambitious than the UK government's sale of BAA, the scheme for Brussels' Zaventem airport is an important step for Belgian government privatisation plans.

It was conceived by Mr De Croo in the light of severe government budget cuts limiting the capital available to RVA to carry out its increasingly urgent renovation and

extension of the present airport buildings.

The new company's aim will be to invest some Bfr 52bn over 30 years to keep pace with a growth in traffic expected to double the number of passengers passing through the airport to 12m a year by the end of the century. The present terminal was opened in 1958.

The deal agreed by the Council of Ministers allows a larger share for the airport authority than originally proposed, expanding share capital to Bfr 3.75bn instead of Bfr 3.25bn, with the extra Bfr 500m going to

RVA in the form of 200,000 extra shares for ownership of the present terminal.

RVA will have 30.77 per cent of the new company, with a similar proportion shared among the four major institutional investors - Société Générale, Société Nationale d'Investissement, Groupe Bruxelles Lambert, and Almanni.

Another 30.77 per cent of the shares will be offered on the Brussels stock exchange, while of the remainder, 6.7 per cent will go to airport users, and 1 per cent to airport staff.

General share offer for Petro Canada

By Robert Gibbens in Montreal

THE PRIVATISATION OF Petro-Canada, the national oil company, will be carried out through a general share offer to the public, according to Mr Marcel Maréchal, the energy minister. However, the Canadian Government has not yet decided whether to make the offer available to foreign investors.

The timing of the Petro-Canada offer, possibly to be made in more than one stage, will depend on market and other conditions, including the sale of shares in Air Canada, the national airline.

A public issue of about 30 per cent of Air Canada is expected in the autumn and the Petro-Canada issue would follow.

Mr Maréchal also made clear that the Government will retain an interest in both crown corporations. British Columbia Forest Products, 47 per cent owned by Eleuther Challenge of New Zealand, will install a 213,000 tonnes capacity newsprint machine alongside its mechanical groundwood pulp mill at MacKenzie, in inland British Columbia, with start-up due early in 1989.

The nearby sawmills will be modernised and the project will cost C\$12m (US\$160m), to be handled through Fyralay Forest Industries, a 50 per cent-owned subsidiary. BC Forest announced last Friday that it earned C\$85.1m (C\$11.5 a share) in the first six months, up from C\$24.8m (49 cents a share) on sales of C\$680m, against C\$594m. The gain came from strong market conditions for kraft pulp, newsprint and wood products. Coated paper sales improved but prices weakened, due to overcapacity.

The Federal Court of Appeal has overturned a ruling by the Canadian Radio-Television and Communications Commission that Bell Canada must repay C\$200m to about 6m telephone subscribers mainly in Ontario and Quebec.

In the landmark case the court found that the CRTC overstepped its powers as national regulator of telecommunications in ordering the Eastern Canada telephone utility to repay the C\$200m.

Earlier the CRTC had found that Bell had exceeded its permitted return and had overcharged on long distance calls.

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book Runner	Offer rate
US DOLLARS							
Santitas Inc. 11	100	1992	5	2 1/2	100	Monetta Int.	2.580
C. Inc. 11	300	1992	5	2 1/2	100	Nikko Secs (Europe)	2.250
C. Inc. 11	200	1992	5	2 1/2	100	Nippon Kangyo Bank	2.250
Canada Cement 11	100	1992	5	2 1/2	100	Nikko Secs (Europe)	2.250
Papco Industries 11	75	2002	15	5 1/2	100	Chemical Bank Int.	8.500
Council of Europe 11	100	1994	7	8 1/2	101 1/2	Goldman Sachs Int.	8.400
Franklin Savings Ass. 11	250	1989	2	8 1/2	100.825	Morgan Stanley Int.	7.600
Yusufi Fin & Marine 11	100	1992	5	2 1/2	100	Deliver Europe	-
Yusufi Fin & Marine (d) 11	50	1992	5	2 1/2	100	Yamachi Int. (HK)	-
Sandstone Text & Banking 11	100	2002	15	15 1/2	100	Sandstone Trust Int.	-
Shawson Corp. (c) 11	175	1995	8	7 1/2	100	LTCS Int.	-
SMAC 11	200	1990	3	8 1/2	101	Sakom Brothers	7.883
Desjardins du Quebec 11	30	1994	7	9 1/2	101 1/2	BJ Int.	8.780
Wile Brewery 11	500	1992	5	14 1/2	100	Nikko Secs (Europe)	-
American Brands 11	150	1992	5	8 1/2	100 1/2	Morgan Stanley Int.	8.652
Osaka Electric Power 11	150	1992	5	2 1/2	100	Yamachi Int. (Eur)	-
Mitsubishi Rayon 11	100	1992	5	2 1/2	100	Yamachi Int. (Eur)	-
CANADIAN DOLLARS							
Ford Credit Canada 11	100	1994	7	10	101 1/2	Orion Royal Bank	8.895
Alcan 11	80	1990	3	9 1/2	101 1/2	Orion Royal Bank	8.254
Marble Int. Bank 11	75	1992	5	10	101 1/2	Bankers Trust Int.	8.576
Nat. Bk Mortgage Corp. 11	75	1992	5	10	100 1/2	Societe Generale	8.901
AUSTRALIAN DOLLARS							
Colas Myer Finance 11	125	1997	10	9 1/2	100	CSFB	9.500
Bank of Nova Scotia 11	50	1990	2 1/2	14 1/2	101 1/2	CSFB	13.515
ANZ Australia Cr. 11	60	1989	2	13 1/2	101 1/2	CSFB	12.927
Bank of Commerce 11	60	1992	5	14 1/2	101 1/2	Westpac Banking Corp.	13.461
UBS Rhodania 11	50	1992	5	14 1/2	101 1/2	Goldman Sachs Int.	13.150
DF Finance 11	75	1990	3	14	101 1/2	UBS	13.250
Toronto-Dominion Ass. 11	50	1989	2	14 1/2	101 1/2	ANZ Merchant Bank	13.421
Man Haver Austrial 11	125	1992	5	10	100.15	Man. Haver	-
NEW ZEALAND DOLLARS							
SP Capital 11	75	1989	2	17 1/2	101 1/2	Handbank	18.513
Swedish Ex. Credit 11	50	1990	3	17 1/2	101 1/2	Handbank	16.584
D-MARKS							
Portugal 11	150	1992	5	5 1/2	100	Commerzbank	8.750
Portugal 11	150	1992	5	8 1/2	100	Commerzbank	8.825
Bayern Capital Corp. 11	400	1997	10	8 1/2	130	Deutsche Bank	2.774
SWISS FRANCES							
YTI Ltd. 11	100	1995	-	5	100 1/2	Warburg Soefie	4.885
Mitsubishi 11	150	1993	-	1/2	100	Credit Suisse	4.501
Yamachi 11	180	1992	-	1/2	100	Swiss Valubank	0.501
Yamachi 11	170	1992	-	1	100	Banca del Gottardo	1.000
Yamachi 11	100	1992	-	1	100	SBC	4.750
Yamachi 11	30	1992	-	1 1/2	100	UBS	-
Yamachi 11	100	1992	-	4 1/2	100 1/2	Credit Suisse	4.109
Yamachi 11	150	1991	-	4	99 1/2	Credit Suisse	4.089
Yamachi 11	350	1992	-	4 1/2	100	SSC	-
Yamachi 11	250	2002	-	2 1/2	100	Credit Suisse	2.500
Yamachi 11	50	1992	-	2 1/2	100 1/2	Goldman Sachs Int.	2.891
Yamachi 11	100	2007	-	5	99 1/2	UBS	5.010
Yamachi 11	150	1992	-	4 1/2	100	UBS	4.825
Yamachi 11	200	1993	-	4 1/2	99 1/2	Credit Suisse	4.395
Yamachi 11	30	1992	-	4 1/2	100 1/2	LTCS of Japan	4.818
Yamachi 11	50	1992	-	5	100	Warburg Soefie	-
STERLING							
Ford Credit Funding 11	100	1994	7	9 1/2	101 1/2	Chase Int. Bank	9.175
Ford Credit Funding 11	50	1992	5	9 1/2	100 1/2	Baring Brothers	8.273
FRENCH FRANCES							
Tunnel Roudier Mont-Mat 11	300	1997	10	(a)	100	OCF	-
LUXEMBOURG FRANCES							
Wattages (Luxembourg) 11	300	1992	5	7 1/2	100	Bge Paribas (Lux)	7.375
Swedish Ex. Credit 11	300	1992	5	7 1/2	100	BEL	7.125
DANISH KRONER							
Denmark 11	500	1992	5	8	81 1/2	Printhankon	10.245
Denmark 11	300	1993	5	10 1/2	100 1/2	Printhankon	10.182
World Bank 11	300	1994	7	10 1/2	100 1/2	Den Danske Bank	10.188
YEN							
Nat. Bank of Canada 11	11th	1982	5	(a)	100.6	Tokai Int'l. Bank	-
Argon NV (N) 11	13.65m	1992	5	8 1/2	101 1/2	Nikko Secs (Europe)	7.721

* Not yet priced. † Final terms. ** Private placement. † With equity warrants. S Convertible. † Floating rate note. † Currency-linked. † With all warrants. (a) 2 1/2% over 3m Libor or if differential Libor/Floor 25bp over 3m Floor. Additional Ffr 15bp on top. (b) 25bp below Australian 3m bank bill rate. (c) 2 1/2% over 6m Libor. (d) Launched in Asia. (e) 45bp below Japanese long-term prime rate. (f) Redemption: 88% in yen, 20% in US\$. Note: Yields are calculated on a 360 day basis.

Golder Thoma to raise \$50m outside US

BY CHARLES BATCHELOR IN LONDON

GOLDER THOMA & CRESSEY, a private US venture fund manager, plans to raise \$50m of a new \$150m to \$200m fund in London and other financial markets outside the US.

It is the latest in a growing number of US venture fund management moves to try to raise some money across the Atlantic. Earlier this year Montgomery Consumer Investments raised \$20m of a \$70m fund in Europe.

Golder Thoma already manages

two venture capital funds, the first of which has invested \$60m since 1980 and shows a compound annual return of 31 per cent. The second fund raised in 1984 has \$100m to invest and has shown a return of 43 per cent.

Based in Chicago, Golder Thoma has specialised in founding new companies in fragmented industries such as paging, telemessaging, funeral homes, and bottled water. Its investments range from early stage financing to management buyouts.

Eli Lilly boosts profits to \$355m in quarter

BY OUR FINANCIAL STAFF

ELI LILLY, the US pharmaceuticals group which last week offered compensation to some UK sufferers from effects of its Opren anti-arthritis drug, boosted interim net earnings 19.1 per cent to \$355.5m, or \$2.42 per share compared with \$2.07.

Sales were ahead 11.2 per cent to \$2.08bn as the company's rate of growth picked up in the second quarter, when net profits were up 19.6 per cent to \$150.3m on revenues 15.7 per cent higher at \$1.02bn

(\$1.03bn a share against 87 cents). The Indianapolis-based Lilly faces 1,500 British claims related to Opren in a hearing due to start later in the year.

Meanwhile, Moët-Hennessy of France has been suggested as a possible buyer for Elizabeth Arden, the cosmetics and perfumes producer which Lilly put up for sale more than three months ago. The disposal could raise as much as \$500m for Lilly, where earnings progress slowed last year.

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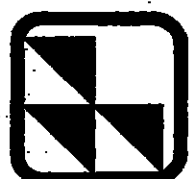
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WOOD GUNDY INC.

7th May 1987

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June, 1987

This announcement appears as a matter of record only.

Why struggle through J.F.K. when you can fly through Charlotte?

★ It's a muggy Summer's day.

Half the Jumbos in the world have just landed.

And to cap it all, the Mets are out of the World Series so Immigration are being even more stroppy than usual.

Sound familiar?

The man who said "I ♥ New York" can't have been referring to that blot on the Queen's landscape known as JFK Airport.

At times, a less endearing part of the world it's difficult to imagine.

Unless, of course, you're a regular among Atlanta Airport's weary wayfarers, or an habitué of Miami International.

Miami's latest and most notorious growth industry makes arriving there like arriving on an identity parade.

The advent of cheap air travel has made getting to America far easier, true enough, but it's made getting into America infinitely harder.

Until now, that is.

Now there's a civilised port of entry.

This month saw the start of Piedmont's new transatlantic service between Gatwick and Charlotte/Tampa.

Charlotte, North Carolina, the eighth and final gateway on the eastern seaboard.

It may sound a little remote, but Charlotte is actually nearer the rest of America than any other gateway.

From there, you're within one hour's

flying time of 51% of the US population compared to only 38% from New York, 40% from Atlanta and, no don't laugh, 4% from Miami.

It's Piedmont's major hub, with 290 departures daily to 58 US cities including the 16 largest.

And at Charlotte, they promise, promise no less, that you'll clear Immigration, Baggage Reclaim, Customs and be ready for your connecting flight inside an hour.

Piedmont itself is America's fastest growing major airline.

A huge operation that maintains the biggest fleet of 737s in the world, carries more passengers (24 million last year) than British Airways and operates a route network second to none east of the Mississippi.

But just as important as the airline's size is its civility.

Piedmont hails from a part of the world where courtesy is a congenital condition.

So as well as flying you there, Piedmont has people on the ground at Charlotte to make you welcome and point you in the right direction.

(Not just a desk, they come to you.)

And with only one transatlantic passenger arriving at Charlotte for every 180 at JFK, you can expect rather more than "Have a nice day."

The choice is yours, either fly Piedmont to Charlotte/Tampa or grapple with the Big Apple. ★



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Adams & Company	9	Citibank N.A.	9	BankAmerica	9
Alfred Arab Bk Ltd.	9	City Westmont Bank	9	Northwest Bank Ltd.	9
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Amur Bank	9	Co-operative Bank	9	R. Raphael & Sons	9
Henry Axeholm	9	Cyprus Popular Bk	9	R. Ruchberg & Co. (Switzerland)	9
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Associates Cap Corp.	9	Equi Leasing P. Ltd. (UK)	9	Rogers Trust Bank	9
Bank of America Ltd.	9	Equi Leasing P. Ltd. (UK)	9	Roth & W. (UK) Bank	9
Bank of Bilbao	9	Financial & Com. Sec.	9	Standard Chartered	9
Bank Bapostini	9	First Nat. Fin. Corp.	10	TSB	9
Bank Leumi (UK)	9	First Nat. Sec. Ltd.	10	UOT Mortgage Bk	10
Bank Credit & Comm.	9	● Robert Fleming & Co.	9	Urbancap Bk of Kuwait	9
Bank of Cyprus	9	Robert Fraser & Pys.	10	United Merchant Bank	9
Bank of Ireland	9	Grindbank	9	Unity Trust P.L.C.	9
		Grindbank Bank	9		

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FIXED INTEREST STOCKS

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Issue Price	Amount Paid	Latest Renewal Date	1987		Stock	Closing Price	+
			High	Low			
375	NH	2/7	121.90	78.00	Amalgamated Securities Invest.	312.00	+
425	NH	26/6	42.00	17.00	Artificial Grass	42.00	+
135	NH	—	12.00	3.00	Australia Int. Tel. Yds.	9.00	+
262	NH	—	12.00	4.00	BPAC	26.00	+
195	NH	14/6	44.00	3.00	Century 300	34.00	+
35	NH	14/6	32.00	1.00	Davis Estates Sps	32.00	+
30	NH	—	15.00	12.00	Empire Trust Sps	12.00	+
10	NH	—	3.00	1.00	Financial District Int. Tel. Yds.	1.00	+
33	NH	—	3.00	1.00	Insurance of London Ltd.	3.00	+
65	NH	15	23.00	16.00	Jellison's Hldgs. Co	23.00	+
117	NH	7/8	13.00	11.00	Johnson's	11.00	+
385	NH	—	13.00	81.00	Mercury Int.	11.00	+
75	NH	7/8	22.00	13.00	Merlin Int. Props. Periods.	20.00	+
194	NH	1/6	19.00	10.00	Parade 100	19.00	+
101	NH	23/6	10.00	3.00	Pensation Trust	10.00	+
310	NH	6/20	62.00	33.00	Stanger 100	19.00	+
400	NH	1/6	14.00	14.00	Telecom Int'l	20.00	+
45	NH	24/6	29.00	22.00	Utl. Guarantee Sps	21.00	+
300	NH	3/8	115.00	11.00	Western Union	150.00	+
78	NH	7/8	7.00	3.00	Western Union 12 1/2%	7.00	+
190	NH	25/6	29.00	41.00	Washington	7.00	+

[illegible]

Japan Tr.	152.7	141.1
Pacific Tr.	231.7	246.7
Secs of Amer Tr.	225.5	240.1
Middle East and Ind Tr.	38.7	97.1

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Henderson Bank Unit Trust Managers Ltd (g)			
Admin, 5 Parkway Rd, Hutton, Essex, Essex			
Employees 227,000		Dealing 12/27/2010	
Administrative Director	46.2	0.0	0.0
Chairman	18.5	0.0	0.0
Finance Director	18.5	0.0	0.0
Human Resources Director	18.5	0.0	0.0
Operations Director	18.5	0.0	0.0
Regional Director	18.5	0.0	0.0
Senior Director	18.5	0.0	0.0
Specialist Director	18.5	0.0	0.0
Technical Director	18.5	0.0	0.0
Training Director	18.5	0.0	0.0
Business Director	18.5	0.0	0.0
Customer Director	18.5	0.0	0.0
Product Director	18.5	0.0	0.0
Marketing Director	18.5	0.0	0.0
Legal Director	18.5	0.0	0.0
Compliance Director	18.5	0.0	0.0
IT Director	18.5	0.0	0.0
Security Director	18.5	0.0	0.0
Health & Safety Director	18.5	0.0	0.0
Environment Director	18.5	0.0	0.0
Quality Director	18.5	0.0	0.0
Research & Development Director	18.5	0.0	0.0
Manufacturing Director	18.5	0.0	0.0
Supply Chain Director	18.5	0.0	0.0
Logistics Director	18.5	0.0	0.0
Warehouse Director	18.5	0.0	0.0
Transport Director	18.5	0.0	0.0
Customer Service Director	18.5	0.0	0.0
Sales Director	18.5	0.0	0.0
Marketing Director	18.5	0.0	0.0
Public Relations Director	18.5	0.0	0.0
Media Director	18.5	0.0	0.0
Advertising Director	18.5	0.0	0.0
Brand Director	18.5	0.0	0.0
Product Development Director	18.5	0.0	0.0
Research & Development Director	18.5	0.0	0.0
Manufacturing Director	18.5	0.0	0.0
Supply Chain Director	18.5	0.0	0.0
Logistics Director	18.5	0.0	0.0
Warehouse Director	18.5	0.0	0.0
Transport Director	18.5	0.0	0.0
Customer Service Director	18.5	0.0	0.0
Sales Director	18.5	0.0	0.0
Marketing Director	18.5	0.0	0.0
Public Relations Director	18.5	0.0	0.0
Media Director	18.5	0.0	0.0
Advertising Director	18.5	0.0	0.0
Brand Director	18.5	0.0	0.0
Product Development Director	18.5	0.0	0.0
Research & Development Director	18.5	0.0	0.0
Manufacturing Director	18.5	0.0	0.0
Supply Chain Director	18.5	0.0	0.0
Logistics Director	18.5	0.0	0.0
Warehouse Director	18.5	0.0	0.0
Transport Director	18.5	0.0	0.0
Customer Service Director	18.5	0.0	0.0
Sales Director	18.5	0.0	0.0
Marketing Director	18.5	0.0	0.0
Public Relations Director	18.5	0.0	0.0
Media Director	18.5	0.0	0.0
Advertising Director	18.5	0.0	0.0
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ACROSS		3 Bird of river and lake (5)
1 Francis Williams's ghost it is supposed (8, 5)	4 Owning to rain-storm, builds up (2, 7)	5 State of birth (5)
10 Return of fashionable tracked vehicles (5)	6 Incomplete line stocked by chemist (11 checked) (9)	7 Four shot at making out route (5)
11 It indicates height and appropriate moment to modify outline (9)	8 Detective employed on farm? (7)	9 County sticks to employees (6)
13 Eagerness to possess spirit of purification (7)	15 Quick thinking needed as drink goes right to head (9)	17 Frothy spoutings between captains before engagement (7, 2)
14 Girls rejecting negative (5)	18 Picking up a sailor at gulf-street together with one beloved (5)	19 Has ambitions to achieve first-class press (7)
16 Tossing of hat into process of wearing down (9)	21 Singer taking actor round car-plant (6)	23 Some remain nervous near bull (5)
19 Speeches on modern clothes (9)	22 Singer taking actor round car-plant (6)	24 Downfall to one Shavian hero (5)
20 Man with skill at the organ (5)	26 Scheme to acquire model factory (5)	
21 Article about dramatist (producer of "Rope") (7)		
22 Beseech child to acquire learning (7)		
27 Performance by one who finishes in opera (9)		
28 Take advantage of girl—one with sign of having something to learn (5)		
29 Teacher, patriarch, miner and shorthand writer (3, 5, 6)		
DOWN		
2 Left a company having done badly (9)		

The solution to last Saturday's prize puzzle will be published with names of winners next Saturday.

[illegible]

ET UNIT TRUST INFORMATION SERVICE[illegible]

LONDON SHARE SERVICE

[illegible]

MINES—Continued[illegible][illegible][illegible][illegible][illegible][illegible][illegible][illegible]

REGIONAL & IRISH STOCKS

The following is a selection of Regional and Irish stocks, the latter being quoted in Irish currency.

Albany Inc 20p	90	+2	Lin. 13p 9702	325	
Craig & Rime C3	131	Call	Aer Lingus	305	+10
Finlay Mac. 5p	100	Call	Anglo Irish	58	
High Land 25p	90	Call	Carroll Inds.	133	+8
Irish Sun C1	128	+3	Dublin Gas	18	
			Mail (R. & H.)	112	
			Henley Nigcs.	38	+2
Fund 11% 4p 1989	100	Call	Irish Bank	100	+20
Nat. 9% 4p 1989	100	Call	Understep	640	

TRADITIONAL OPTIONS

3-month call rates

Amber-Lyons	40	NEI	15
Amorati	40	Nat West Bk.	62
BAT	57	P & O Dtd	65
BDO Grp	55	Pfizer	68
BSR Inc	11	Pottery Barn	25
BTR	10	Rafaeli	70
Chubb	17	Ramco Elec	70
Barclays	52	Rank Dvd Ord	78
Chubb	17	RHM	10
Blue Circle	50	STC	39
Boots	25	Tears	19
Bowaters	11	Tenn	24
Brit. Aerospace	55	TSS	18
Brit. Telecom	55	Tesco	79
Burton Ord	35	Tren EMI	77
Cauboury	22	Trove Houses	29
Central Court	22	Turner Newall	380
Comin Union	30	Unilever	580
Countdown	45	Victoria	25
CNF	45	Wellcome	82
Cost Accident	95	Property	

Glaxo	200	Brit Land	23
Glaxo	200	and Securities	23
Grant Mkt	200	MEPC	23
GIUS W	200	Pachery	23
Goldman	90		
GKN	30	Oil	
Harmon T	30	Brit Petroleum	32
Hawker Sid	30	Bruto	32
ICI	125	Burnah Oil	45
Imperial	50	Chaparral	45
Leadbroke	30	Premier	110
Lagat & Gr	30	Shell	110
Leas Corp	30	Tricentaur	110
Lyons Bank	50	Ultramar	25
Lucas Ind	60		
Martex & Son	30	Winn	75
Milend Ben	30	West Gold	24
Morgan Grenit	30	Loxton	24
		Rio Tinto	90
		Roy T Zinc	90

A selection of options traded is given on the London Stock Exchange Report Page.

BUSINESSMAN'S DIARY

Trade fairs and exhibitions: UK

Current World Wine Fair (01-729 0677) (until July 19) Bristol	August 23-25 International Craft and Hobby Fair (04-232 72711) Wembley Conference Centre
July 14-16 Electronic Design Automation Show (01-242 3021) Wembley Conference Centre	August 30-September 1 Scottish Industry and Commerce Trade Fair (0202 787073) Scottish Exhibition Centre, Glasgow
July 17-18 Cash and Carry Fashion Fair (01-727 1929) Kensington Town Hall	September 2-4 IMB System User Show and Con- ference (01-608 1161) Olympia
July 19-23 Gift Trade Fair (0282 867163) Harrogate Exhibition Centre	September 4-6 Money Show (0895 59431) Aberdeen
July 23-24 Acorn Computer User Show (01-836 2441) Barbican Centre	September 6-10 Autumn Gifts Fair (01-555 8201) Olympia
July 25-August 2 British Music Fair (01-585 1200) Olympia	September 8-11 Offshore Europe Exhibition and Conference (01-549 5531) Aberdeen
August 2-5 BPM Furniture Show (01-724 0651) G-Mex Centre, Manchester	September 8-19 Chelsea Antiques Fair (04-447 2314) Old Town Hall, Chelsea
August 6-9 Consouleur and Collectors Fair of Antiques and Memorabilia (021-780 4171) NEC, Birmingham	September 14-18 International Welding, Cutting and Metal Fabrication Exhibition and Conference (021-706 6707) WELDEX (021-706 6707) NEC, Birmingham

Overseas

July 16-20 International Integration of Western and Chinese Medical Technology and Pharmacology Exhibition (01-486 1851) Shanghai	August 22-26 International Autumn Fair (Con- sumer Goods) (01-734 0543) Frankfurt
July 22-25 British Products and Services Fair (0205 240668) Amman	September 3-4 Specialised Fair for Clocks, Watches and Jewellery— JEWELL (01-977 4551) Vienna
July 24-27 Electronic Products Exhibition —INTERNEPCON (01-940 6777) Kuala Lumpur	September 6-9 International Exhibition of Sports Goods and Leisure Equipment (01-255 5566) Paris
August 21-27 International Jewellery and Watches Exhibition—JEWEL- FAIR (01-464 4123) Singapore	September 6-12 International Autumn Fair (01- 240 7015) Leipzig

Business and Management Conferences

July 13-14 Spectra: How can retail management use data collected from sales points — to make their businesses grow? (0734 704161) Fortman Hotel, WI	Sept 10 Tolley Publishing Co.: Your com- pany pension scheme — time for action London Press Centre, EC4
July 15-17 National Association of Futures Trading Advisers: Managed money — a global perspective (Illinois) (312) 644-6610 Ritz Carlton Hotel, Chicago	September 15-16 Euroforum: Short term and medium term financing alterna- tives (01-236 8288) St Regis Sheraton, New York
July 16-17 Frost and Sullivan: Strategies for dramatically reducing your inventory costs (01-730 3438) Sullivan House, SW1	September 24 Tolley Conferences: Payroll manager's review—first annual updating (01-680 5852) London Press Centre
July 28-30 Microwave Association: Edu- cating the educator (01-229 8225) Royal Holloway and Bedford College, Egham	September 29 Information for Energy Group— Energy statistics (01-836 1004) 61 New Cavendish Street, W1
July 29 Industrial Society: Profit re- view (01-330 4300) 3 Carlton House Terrace, SW1	Sept 29-Oct 1 RMDP: EPOS with EFTPOS congress and exhibition on computers in retailing and dis- tribution (0273 205081) Barbican Centre, EC2
August 10-12 Frost and Sullivan: Managing the data centre as a business (01-730 3438) London	October 4-9 IPM: Selecting managers—ad- vanced interviewing and assess- ment skills (01-946 9100) Bristol
September 10-11 Financial Times: World Motor Conference (01-621 1355) Frankfurt	

Anyone wishing to attend any of the above events is advised to telephone the organisers to ensure that there has been no change in the details published

FINANCIAL TIMES CONFERENCES ELECTRONIC FINANCIAL SERVICES

COMpetition and Co-operation London—October 19 and 20, 1987

The Financial Times Fifth Electronic Financial Services Conference will focus on competition and co-operation in financial services, the problems financial institutions face in managing technology to secure competitive advantage. To what extent should they co-operate to share information so that their corporate clients benefit from more comprehensive cash management systems? What are the benefits and disadvantages of sharing an automated teller machine network? What is the best way to develop integrated account files for corporate and retail customers?

The key issues will be debated by a distinguished panel of speakers including Mr Trevor Nicholas, Barclays Bank PLC; Mr Gene Lockhart, Midland Bank plc; Mr Jacques de Keyser, Générale de Banque; Mr Des Lee, Lloyd's of London; Mr Bert Morris, National Westminster Bank PLC; Mr Paul Rachel, Internet Systems Corporation; and Mr Rudolph Bauer, Commerzbank AG.

WORLD MOTOR CONFERENCE

Frankfurt—September 10 and 11, 1987

Strategic alliances, investments, distributive developments and relations with Japan are the major elements in this year's World Motor Conference which is timed to coincide with the Frankfurt Motor Show.

Two years ago in Frankfurt, Dr Carl Hahn and Mr Bob Lutz made fascinating contributions to the proceedings and they return to the platform this year. Among the other speakers are Mr Peter Schurz of Porsche; Mr Roger Vincent of Bankers Trust; Mr Giorgio Garuzzo of IVECO; Mr John Hardiman of Europcar; Dr Sergio Pininfarina of Industrie Pininfarina; Dr Hans-Joerg Maier of Robert Bosch; and Mr F. Perrin-Pelletier of Peugeot.

All inquiries should be addressed to:

The Financial Times Conference Organisation
Minster House, Arthur Street
London EC4R 9AX
Tel: 01-621 1355 (24-hour answering service)
Telex: 27347 FTCONF G
Fax: 01-623 8814

CONSTRUCTION CONTRACTS

Dublin Airport expansion

Construction of a new runway at Dublin Airport is included in contracts worth £14m awarded to TARMAC CONSTRUCTION. The Dublin contract, a joint venture with P. J. Walls (Civil) of Dublin, is valued at about £11.5m and is being carried out for Aer Rianta, the airport authority.

It involves constructing a new runway and associated taxiways, earthworks, drainage, ducting concrete paving and asphalt paving. Work has just started

and is scheduled for completion in 78 weeks.

Other projects include preliminary civil engineering work for a new building at Trowbridge, Wiltshire, for Nestlé (£1.5m) converting premises at Swansea into a bank for Midland Bank (£488,000); and a health centre at Coleford, Gloucestershire, for Gloucester Area Health Authority (£408,000).

The contract housing division has a £227,000 contract for work on homes at Sheffield for the Sutton Housing Trust.

Blood transfusion centre at Colindale Hospital

Contracts totalling £13m for a new blood transfusion centre in North London, an industrial development in High Wycombe and an office refurbishment in City Road, London, have been awarded to KYLE STEWART. The largest is a management contract for the £7.5m blood transfusion centre at Colindale Hospital. Work has started on the 18-month project to provide a four-storey building containing laboratories and offices to serve a major part of London, Hertfordshire and Bedfordshire. The client is the North West Thames Regional Health Authority.

At the Castle Industrial Estate in High Wycombe, Buckingham-

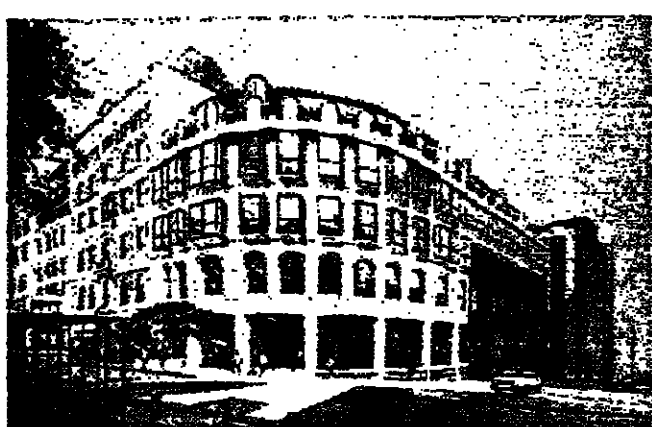
shire, four factory and warehouse units are to be provided for Brixton Estate under a design-and-construct contract worth almost £4m. Work on the 9,050-sq-metre development is to start soon, with completion due in December 1988.

Upgrading and refurbishment work is being carried out at Epworth House, 25-35 City Road under a £1.6m contract for Epworth House Investments. Due for completion later this year, the current phase involves modernising two floors of the building and communal areas, and renovation of external marble cladding.

Riding centre in Texas

TAYMECH (USA), part of the Taylor Woodrow Group, has been awarded a \$2.5m (£1.53m) contract to provide mechanical services for the Will Rogers Equestrian Center, being constructed for the City of Fort Worth, Texas. The project covers 9.2 acres of the city's west side and comprises two buildings with a combined floor area of 412,000 sq ft and a parking garage of 233,000 sq ft. Included in the major buildings are an exhibition hall, a coliseum,

administrative offices, livestock quarters, veterinarian's offices, a fire station and concession areas. The general contractor for the project is Spaw-Glass, Inc., a subsidiary of the S.A.E. Group of Paris, France. By the completion of the project, scheduled for January 1988, Taymech will have installed in excess of 12 miles of piping and ventilating equipment, capable of handling over two million cu ft of air per minute.



An Architect's impression of Cathedral Court, Colmore Row, in the centre of Birmingham, being constructed by Mowlem Midlands, a division of Mowlem Regional Construction

MOWLEM MIDLANDS, the Birmingham-based division of Mowlem Regional Construction has been chosen by Hortons' Estate as contractors for the £4m Cathedral Court development at Colmore Row, an important site in the heart of Birmingham.

Hospital facilities

HIGGS & HILL NORTHERN has been awarded three contracts worth over £4.3m for health related buildings in the north of England. At North-western Hospital, near Halifax, West Yorkshire, work includes the construction of new ward and day hospital buildings for the Yorkshire Regional Health Authority. The wards are to be adjacent to the existing hospital buildings and linked by a corridor. They will provide over 1,000 sq metres of additional floor area. The two buildings will be single-storey and of traditional construction. They will have tiled, pitched roofs and will be clad in facing brickwork.

The Midlands region has been awarded a £3.5m contract by N F C Properties for the construction of a new office at Clifton Road, Cam-

bridge for use by the Post Office. The contract also includes associated office, welfare, plant and transport accommodation and external works. The main building is a 25 metre span, steel portal framed structure with a maximum internal height of 11 metres. It will be clad in steel sheeting and both internal and external finishes will be to a high standard. Work has just started for completion in autumn 1988.

ANDREWS-WEATHERFOIL has received orders worth a total of £8m for building services installations. The contracts include work in Thorngrove Avenue in the City of London (£1.5m), a new police station in south London (£800,000), a Cascaes residential development in London Docklands (£1m), and a localised card development in Basildon (£800,000).

Yorkshire superstore project

CLUGSTON CONSTRUCTION has won contracts worth £10m for a variety of building and civil engineering works. The largest is a 5,000 sq metres superstore at Heckmondwike, West Yorkshire for Wm. Morrison Supermarkets. Valued at £4m, the work is due for completion in 37 weeks.

Civil engineering contracts include a £2.1m four-storey building unit at Saltend, Hull for Air Products, part of BP Chemicals' expansion project, and the annual term contract for Peterborough Development Corporation involving a variety of civil works and valued at £1m.

Further building contracts include a £2.1m four-storey building incorporating mortuary, outpatients and rehabilitation units which forms phase 4A2 of the Southport and District General Hospital development for the Yorkshire Regional Health Authority, and a £1.1m contract for the Home Office involving a mixture of refurbishment and new-build works to a new prison at Lindholme, Doncaster.

ELLIOTT - MEDWAY CONSTRUCTION (NORTHERN), part of Falcon Industries, has been awarded a design and construction contract worth £2.26m for temporary Crown courts at Sharnbrook, London, E11, by the P2 Director of Civil Accommodation. The building, comprising six Crown courts and ancillary accommodation including a secure car block, is to be constructed utilising a combination of steel frame, Speedshell building system and traditional construction. The total area, on two floors, with an extensive plant room on the roof, is in excess of 3,500 sq metres. Externally the building is clad with facing brickwork to the ground floor and the first floor is clad in steel sheet. The roof is of a PVC-coated steel sheet sandwich construction. Construction of car parks, landscaping and planting are also included in the contract.

FINANCIAL DIARY

TODAY COMPANY MEETINGS— F. & A. 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Closing prices, July 10

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AMEX COMPOSITE CLOSING PRICES Closing prices July 10

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Nasdaq national market. Closing prices, July 18

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Europe's Business Newspaper
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SECTION III

FINANCIAL TIMES
SURVEY

The legitimacy of the Moroccan monarchy rests on the dual foundations of historical tradition and the religion of the Prophet Muhammad. But, in the years to come, the monarch will have to find ways of associating the rising numbers of educated people with the exercise of real power, write Francis Ghilès and Andrew Gowers.

King seeks wider stage

WHEN KING HASSAN II of Morocco, paying his first state visit to Britain this week, meets Mrs Margaret Thatcher, the Prime Minister, they ought to have a lot to talk about. Both leaders, after long years in power, now dominate their domestic political scene in a way without precedent this century. Both are presiding over a measure of improvement in their countries' economies, following a number of very difficult years. And in their rhetoric at least, the governments of both are now committed to liberal economics, in which phrases like *fiscal responsibility* and the *free market* loom large.

The similarities, of course, do not go much further. King Hassan has, for more than 26 years, been the absolute monarch of the Arab world, which considers itself part of the Arab world, whatever its trappings of Western parliamentary democracy. Scion of the Alaoui dynasty, which has ruled Morocco since the 17th century, he is also one of the more intriguing figures on the international political scene: a firm friend of the West, an immediate neighbour of the European Community since the accession of Spain and Portugal in 1986, and a player of some significance in the turbulent conflicts of the Middle East.

There are, of course, reasons why the King's presence in London will evoke more than the customary courteous interest which state visits normally receive.

For example, there are signs that he is beginning to take a broader approach to foreign policy than has been customary in the past. In the years since he gained independence from France in 1956, Morocco has tended to look at its relations with other countries in a relatively narrow focus.

It has concentrated on ties with Paris, and its other sometime colonial adversary, Madrid, to the virtual exclusion of other western European capitals. This narrow focus has been reinforced by the Western Saharan conflict, which since 1975, while Libya was viewed with great misgivings until it switched sides in 1984 and signed a treaty of 'union' with Morocco at Oujda, King Hassan's purpose was to try to wean Colonel Gaddafi away from supporting the Polisario guerrillas.

Despite breaking the 'union' last year, King Hassan is not on overly hostile terms with his Libyan counterpart. Relations with the US, which are close and go back exactly two centuries, were badly upset by the Oujda treaty. Washington had looked upon King Hassan as its paramount friend in North-west Africa. Morocco sent troops to Zaire's troubled Shaba province to help re-establish order in 1978; it allowed old US bases to be refitted for possible

use by the US Rapid Deployment Force; it will soon house the most powerful Voice of America broadcasting station outside the US.

France, however, has been mended, after King Hassan's decision publicly to receive the Israeli prime minister last summer.

Meanwhile, the West has never denied the monarch the weapons he asked for in recent years — often paid for out of Saudi cash. France and Spain have, however, been far more generous where loans for such purposes are concerned than the US.

On the Middle East scene, King Hassan has played a role which belies Morocco's somewhat marginal geographical position in the Arab world. He hosted an important Arab summit in Fes in 1982, and last year became only the second Arab leader after the late Egyptian president, Anwar Sadat, to visit Israel. He received Mr Shimon Peres in Ifrane. His relations with Saudi Arabia and the Gulf states, which have, over the years, extended considerable financial help to Morocco, remain very close.

A born gambler, the monarch's occupation of the Western Sahara, as General Francisco Franco, dying in Madrid, remains his boldest move. The King disregards the fact that nearly 70 countries recognise what the Moroccan argue is a phantom Saharan Arab Democratic Republic. Morocco left the Organisation of African Unity in 1984, when the latter agreed to seat the Polisario, with few regrets.

The King's visit to London is one sign that he is now seeking to assert himself on a wider stage. His statement, three years ago, that Morocco would like to join the European Community was in the same spirit — a largely symbolic affirmation of Morocco's desire for a close relationship with the bloc to its immediate north. The importance of such ties was never greater than now, since Spanish membership of the EC has raised vital economic questions for Rabat, especially in relation to its agricultural and fishing industries.

On questions of domestic economic policy, too, Morocco is currently provoking great interest in Western capitals. For the first time since independence, the Government is

demonstrating a serious intention to bite the bullet of economic reform. Despite falling foul of IMF targets twice since 1981, it is now applying a collection of measures straight out of the International Monetary Fund's and the World Bank's textbooks.

By cutting public spending, it has reduced its budget deficit from 12.6 per cent of gross domestic product, in 1982, to only 6.2 per cent last year. In 1988, its current account deficit equalled less than 2 per cent of GDP, compared with more than 13 per cent four years earlier. By allowing the traditionally overvalued dirham to float downwards, it has boosted exports (particularly in important industrial sectors like textiles) and receipts from tourism. It is reducing costly and wasteful areas of expenditure, such as food subsidies, and has, at least since the riots of 1984, avoided any serious social unrest.

To cope with the problem of large debts built up during the 1970s and early 1980s, the Government has reached rescheduling agreements for \$1.5bn of commercial bank debt, payments and \$800m of government-to-government loans since last December. The debt burden, nonetheless, remains heavy, and is reckoned by the IMF to total about \$15.5bn this year — only a little short of Morocco's entire GDP.

To put all this into perspective, it has to be said that Morocco has been lucky in the last year or so, and that a good deal of the short-term improvement in its position has been



King Hassan, in traditional costume, on a visit to the Western Sahara

Morocco

IN THIS SURVEY

Politics and the monarchy: there are testing years ahead

Relations with the Middle East: a bridge between two worlds

The economy: tax reform and the black economy

Profile: Mohammed Berrada, the liberal-minded Finance Minister who introduced VAT

Buildings: The central bank's control has made

the system one of the kingdom's soundest pillars

Relations with the EC: the Spanish factor

Agriculture: the droughts of the early 1980s have prompted government investment

Phosphates: a former prime minister believes Morocco can dominate the world market

The fish industry: strong growth looks imminent

Textiles and leather: investment is rising

Tourism: marketing needs to be improved

Foreign investment: facing up to frustrations

Profile: SFPM, the Casablanca affiliate of the French electronics group Thomson

El Aaiun: a boom town in the Sahara dunes

Tangier: 'a paradise for the beautiful people'

A guide for the business visitor

due to a range of external factors over which the Government has no control. It has been helped by the collapse in oil prices, which has trimmed Morocco's import bill by some \$500m; by the fall in the value of the dollar and of US interest rates, which have reduced debt service costs; and by a plentiful 1986 cereals harvest which slashed the need for food imports and gave a welcome fillip to that half of the population which still lives on the land.

But the Government is now talking about far-reaching structural reforms with a view to liberalising the economy, enhancing the role of the private sector, and broadening the tax base. Important steps are being taken to restructure Morocco's cumbersome public sector companies, with the aid of a \$240m loan from the World Bank — the largest of its kind. That this Government can even contemplate such an ambitious programme is in part a reflection of King Hassan's personal authority within Morocco, which is widely acknowledged now to be at its zenith. His political and religious legitimacy absolutely unchallenged within the country.

Political activity, of course, revolves around the King, but he has allowed a certain loosening of the reins in recent years following the repression and immobilism of the 1960s and 1970s. The vast majority of Moroccans accept Hassan as the guarantor of the country's territorial integrity — including the former Spanish colony of the Western Sahara, which Arab took over in 1975.

True, Morocco has never suffered from the sort of identity problems which afflict many other Arab countries. For much of its history, it has been physically, as well as politically, isolated from its immediate neighbours, sealed off to the east by the Rif and Atlas mountain ranges; to the south by the Sahara desert; and to the west by the Atlantic Ocean.

It is the only member of the Arab world that can claim to have been an independent country for more than a thousand years, and to have developed its own traditions and monarchy rather than having them imposed by outsiders. Morocco was never part of the Ottoman empire, and was left relatively untouched by French rule: in marked contrast to Algeria and Tunisia, its own institutions and culture survived the colonial period more or less intact.

What is more, the legitimacy of the Moroccan monarchy rests

on the dual foundations of historical tradition and the religion of the prophet Muhammad. The King is Amir al Mu'minin (Commander of the Faithful) and Khalifat Allah Fil 'ard (Allah's deputy on earth). It is fair to say that no other Maghribi state — indeed no other Arab state — is in a position of being able to appeal to centuries of independent government, and an unbroken and apparently entirely orthodox combination of secular and religious legitimacy.

Nevertheless, for all its glorious history, Morocco is something of an ethnic and tribal patchwork quilt, which requires careful handling. And King Hassan's position was by no means always as strong as it is today. When he came to the throne after the sudden death of his father, Mohammed V, in February 1961, he spent many years experimenting with Moroccan constitutions, altering the balance of power between the monarchy and the parliament, and clamping down on political activity.

In the mid-1960s, he successfully faced down a wave of agitation by the main opposition party and within the universities, but only after a number of executions, bloody confrontations between rioters and security forces, and the disappearance in Paris of one of the leading opposition figures, Mehdi Ben Barka, in circumstances which remain mysterious to this day.

What is more, it is not that long since the King miraculously survived two attempted military coups. In the first, in July 1971, many of the guests who had gathered to celebrate his birthday at the seaside palace of Skhirat were killed; in the second, little more than 12 months later, a group of dissident pilots attacked the aircraft in which he was returning to Rabat from France.

Since these narrow escapes, Hassan has had an aura of *boron* (good fortune) which has undoubtedly enhanced his position within the country. But he was shaken by the events of the early 1970s, and has moved both decisively and deftly in the past 15 years to turn events to his own advantage.

Opposition has been kept within well-defined bounds. Political parties across a reasonably broad spectrum are allowed to function, and have recently been able to speak out on a range of issues, including some quite sensitive economic and social ones. Whatever its limitations, the Moroccan press must be one of the liveliest in the Arab world.

With any opposition which falls 'off limits', as it were, and especially with those who have dared to speak out against the Moroccan takeover of the Western Sahara — the authorities have been ruthless. In its 1986 annual report, Amnesty International expressed concern about the detention of 190

actual or possible 'prisoners of conscience', as well as pre-trial and trial procedures for political prisoners which allegedly do not conform to international standards; incommunicado detention; and alleged torture and ill-treatment of detainees.

Yet on the other hand, the King has also demonstrated finely-tuned political antennae. He has outmanoeuvred opposition with a bold gesture, especially where Moroccan nationalist sentiments are involved. After the troubles of 1971 and 1972, for example, there was a notable shift in economic policy to take account of such feelings. It was decreed in 1973 that all strategic sectors of the economy were to be at least 51 per cent Moroccanised, and that foreign-owned agricultural land was to be expropriated by the state and distributed to farmers.

The King's masterstroke, though, is widely acknowledged to have been the famous Green March, launched during the autumn of 1975, in which 350,000 unarmed Moroccans headed

into the desert (preceded by the Moroccan army) in order to reassert Rabat's sovereignty over what was still the Spanish Sahara. Even if the resultant conflict with Polisario guerrillas who oppose Moroccan rule is still going on today, and Morocco has won itself little international diplomatic credit by annexing the former colony, the move arguably continues to pay domestic political dividends.

The reconquest of the Western Sahara, over which Morocco claims rights of sovereignty stretching back to the Middle Ages, provided the monarch with what one commentator has described as 'an almost miraculous diversion' from pressing domestic problems. All at once, he presented Moroccans with a common opponent against which to close ranks: provided the military with an enemy to fight and with a big boost in spending; and asserted a very popular strain of Moroccan irredentism.

Foreign observers have often commented critically on the costs of the conflict. But against such a background, they actually seem to most Moroccans quite limited, whether counted in lives or in money. What is more, the expense

involved in keeping control of the Sahara has fallen since the 1970s and early 1980s when the armed forces underwent the bulk of their re-equipment programme.

Moroccan confidence in its battle with Polisario is currently at an all-time high. This stems principally from the construction over the past five years of a 1,300-mile defensive wall around the territory, which now reaches the port of Dakhla, designed to keep the guerrillas out. The latest stage of this ambitious project in the south is all but complete, meaning that Morocco can now deny the Polisario fighters access to most of the Saharan territory for most of the time, and has closed off their route to the sea, which they had used to mount attacks on shipping and small aircraft off the Western Saharan coast.

Even the Polisario admits that the character of the war has changed dramatically since the 1970s, when it regularly ambushed and captured Moroccan soldiers and equipment.

Politically, the war is no longer making the waves it used to, either. Most of Morocco's Western friends, while trying to stay neutral on the issue and limiting diplomatic visits to the Sahara, in practice do not allow it to cause any great friction between them and Rabat. For its part, Algeria, while continuing to support the Polisario both financially and diplomatically — has, since 1979, clearly demonstrated its desire not to let the conflict spill over into a wider confrontation between the two countries. That was the main message to emerge from the unexpected summit meeting between King Hassan and President Chadli Bendjedid, arranged through the mediation of Saudi Arabia's King Fahd in May.

If the Sahara war is diminishing in importance, King Hassan still has other nationalist cards up his sleeve — notably the argument with Spain over the future of its two remaining enclaves on the north Moroccan coast, Ceuta and Melilla. That is an issue of which we can expect to hear a lot more of in the next couple of years.

Yet it is arguably on the domestic political, economic and social front that King Hassan faces his most significant and difficult challenges — problems which may well be spotlighted or accentuated by the reforms which his government is now initiating.

Extremes of wealth and poverty, with large numbers of Moroccans still living beneath the poverty line. To ensure that they achieve greater purchasing power is important both to retain their loyalty and bring them into the real economy. By the same measure, the widespread evasion of taxes by industrialists, when added to the virtually tax-free status of farming, building and tourism, deprives the state of resources which are much needed to improve the country's infrastructure and meet important social and educational needs.

Disparity between regions. The Casablanca-Rabat-Kenitra axis boasts over two-thirds of the country's economic activity,

while the north has, since independence, been left largely to its own devices. Many people in Tangier are hoping that King Hassan's visit next autumn will reverse this state of affairs.

Vast mountain areas remain virtually barren, and peasants engage in subsistence farming on poor soils, with uncertain rainfall. Such areas, which for foreign travellers are ones of outstanding natural beauty, contrast sharply with the relatively large, well farmed and irrigated estates in the plains which feed cities and grow export crops.

A bloated public sector, where 680 enterprises account for at least one-fifth of GDP and a far higher proportion of jobs — the giant Societe Nationale d'Investissement literally squats on a vast portfolio of company holdings which does little to encourage growth. The Minister of Finance, Mr Mohammed Berrada, has been scathing in his references to the state administration but vested interests remain deeply entrenched.

The need to overhaul the education system with a view to generalising primary education and my king access to university more selective is recognised as a major, but inevitable, challenge.

A high birthrate and the steady pace of urbanisation dictates the creation of many more jobs than are at present on offer. Only private industry, if it invests more than today, and foreign investors, if they are willing, can provide the necessary money.

Concentration of power. However deep loyalty to the monarchy may go, powerful centrifugal forces exist which need to be addressed. Up to now a bedrock of support for the King has been the mass of Moroccan peasantry. In years to come, the steady erosion of this base will have to be replaced by a way of associating the rising numbers of educated people in industry and civil service with the exercise of real power.

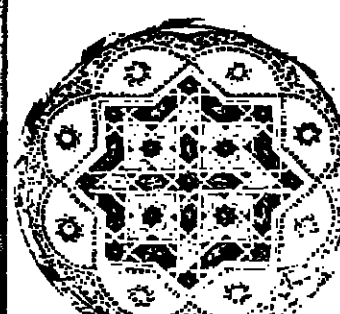
This does not necessarily mean destroying traditional structures and ways of doing business. But the successful modernisation of Morocco's economy perforce means a strengthening and diversifying of political institutions. Changes need to be introduced into a form of government born of a centuries-old system of patronage and interlocking families which owe allegiance to the King.

The World Bank is keeping its fingers crossed about Morocco, with which it has a very important programme. Cautious optimism probably sums up best the view of senior officials who have been dealing with the Kingdom these past few years. The IMF, from which Morocco has drawn 440 per cent of its quota, also feels that, however long and arduous, there exists no other road to recovery and steady growth than the one which implements the policies agreed in recent years.

If the policies succeed, King Hassan's rule will be consolidated and the reputation of the IMF and the World Bank enhanced. The consequences of failure is something which outsiders and Moroccans alike prefer not to think about.



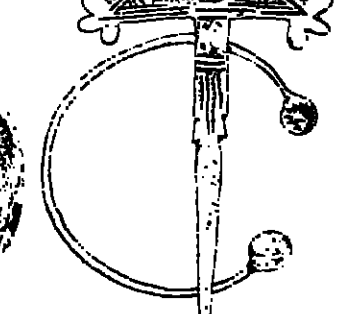
The two great centres of pottery remain Fes and Safi. Traditional plates and other house vessels are still manufactured, but Moroccan artists also try their hand at more modern designs, which are keenly sought by both Moroccan and foreign collectors.



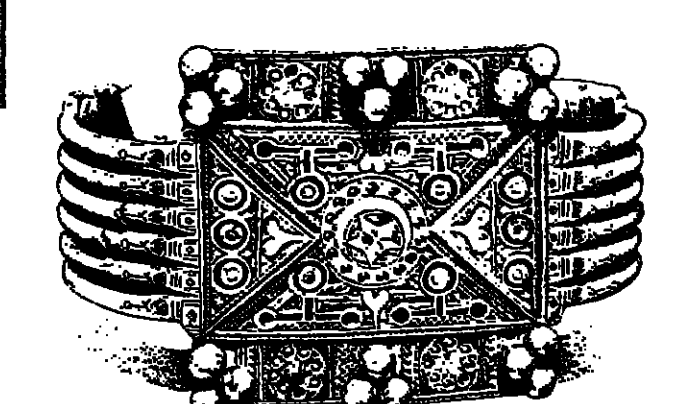
Bracelets are great favourites among country women, worn either round the wrist or the ankle. Many Moroccans, be they of Arab or Berber descent, have a measure of black blood in their veins.



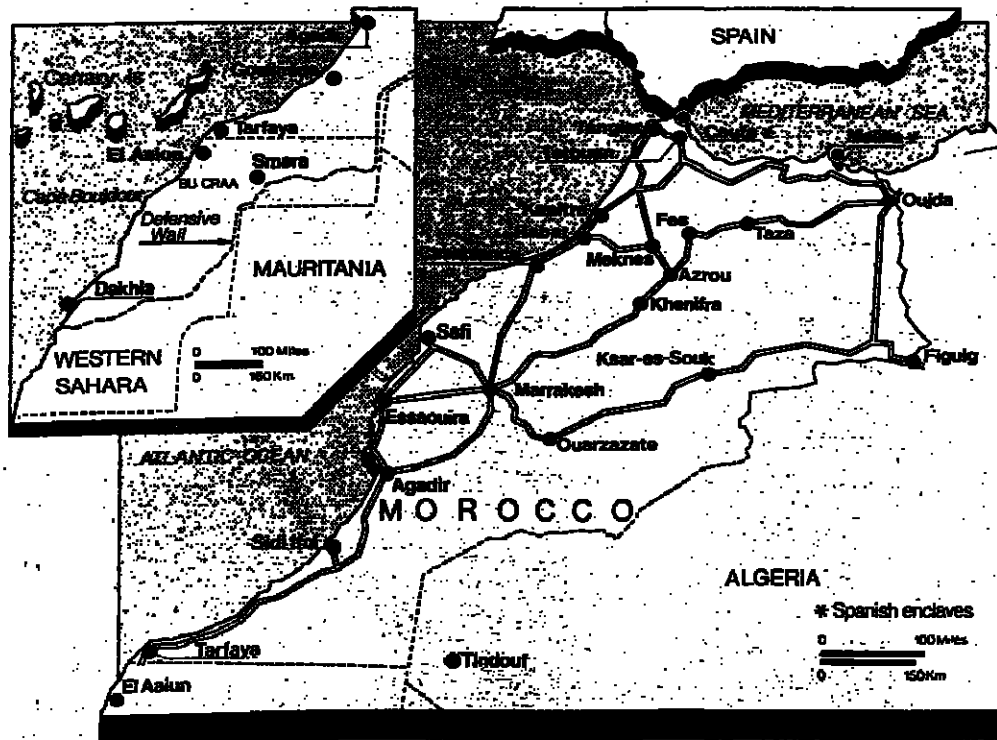
The result of intermarriage with men and women from south of the Sahara. Silver looks particularly alluring on such people.



Bracelets are great favourites among country women, worn either round the wrist or the ankle. Many Moroccans, be they of Arab or Berber descent, have a measure of black blood in their veins.



Drawings by James Ferguson



MOROCCO 2

Politics and the monarchy

Testing years await the descendant of the prophet

MOROCCO HAS officially been a constitutional monarchy for the past 25 years, virtually the entire length of King Hassan's reign.

The reality is rather different. Now 58, and at the peak of his powers, Hassan II brooks no interference with his wishes. If he wants to build another palace, as he has just done at Agadir, he does so. And if he wishes the national elections to reflect a certain result, in favour of his men, as happened in 1984, that too is arranged.

Commander of the Faithful and descendant of the Prophet, His Majesty is at once the master of ceremonies and the spider at the centre of the Moroccan web. Admirers and critics alike speak in awe of his manipulative skills: his ability to divide and rule when necessary, and his knack for the theatrical grand gesture which can turn an adverse situation to his own advantage.

With the large Moroccan army conveniently tied down in the Western Sahara, the ulama (the Moslem clergy) largely co-opted by the regime, and the trades unions muzzled and divided, it is hard to see the source of any effective challenge to his rule.

Since seeing off, in characteristically ruthless fashion the last known coup attempt, in 1975, by his Defence Minister, Gen. Mohammed Oufkir, King Hassan's authority has remained uncontested. There have been occasional splutterings of trouble from extreme left underground groups, but these have been quickly squashed with the aid of a very effective police network.

When serious disturbances have broken out, as in 1981 and again in 1984, they have been more in the nature of bread riots than incipient movements to overthrow the regime, and have been put down very firmly, with many casualties.

Even though resentment over the privileges and lifestyle of the small Moroccan elite is deep-seated, the bubbling discontent rarely translates into an anti-monarchical sentiment. So strong is the King's grip on his people's loyalties that, in the opinion of Western diplomats, any coup, in order to succeed, would have to have the backing of another member of the royal family. Although alleged corruption in high places and

the palpable extravagance of the court at a time of national hardship could prove classic motives for an attempt to replace the ruler, the plotters' lack of legitimacy would be their first and foremost handicap. Most Moroccans expect their monarch to exhibit splendour on great occasions.

Unlike the late Shah of Iran, with whose demise comparisons are sometimes drawn, Hassan II is not only the latest in a 350-year dynasty of impeccable pedigree, he is also the imam, or spiritual leader, of his people. In a country devoted to saint worship, the latter asset more than compensates for relative poverty or the lack of a job.

It is against this background that the Moroccan and foreign observers agree that the greatest danger to the stability of the regime would come from King Hassan's own untimely death—the same circumstances as those under which he took over from his father, the highly popular Mohammed V. By popular repute, the young Crown Prince, Sidi Mohammed, is not yet ready for the job. Calm and well disciplined on the surface, a strong streak of passion runs, usually undetected, through Moroccan society. And when pent-up feelings finally explode, they do so quickly and violently. Keeping that genie in the bottle is an art that the King has mastered over the years: playing off one region against another, and balancing the interests of the countryside against the towns. A frequent grouse these days among middle-class businessmen and intellectuals is that the countryside currently has the upper hand.

The quality of the administration is said to have deteriorated considerably compared with the well-trained civil service the French left 30 years ago; and the blame for this, and for the parallel rise in petty graft is put on the promotion of less well educated figures, the "arroubis", from the countryside.

On the other hand, by comparison with anywhere else in the Arab world or in Africa, Morocco's human rights record is reasonably good. Although an international human rights organisation recently claimed that, over the years, some 400 people had "disappeared", this figure is viewed by most outside

observers as a considerable exaggeration.

Amnesty International lists 190 "prisoners of conscience", many of whom were sentenced in 1977 for plotting against the state during a mass trial of a Marxist group calling itself "Ila al-Amam" or "Forward". A further crackdown on its remnants took place in late 1985, leading to the arrest of some 40 students and professionals.

In an embarrassing reminder of the past, earlier this year the four children of the late Gen. Oufkir, who died mysteriously in the royal palace after his failed coup, managed to escape from house arrest to issue a poignant plea to world opinion for their release. The King's response was trenchant, in the true spirit of his ancestors: "Don't talk to me about Oufkir's children. If their father had won in 1972, I know where my own children would be now."

Since April 1985, Morocco has been governed by a three-party centre-right coalition led, until last autumn, by M Mohammed Karim Lamrani, a long-time royal stalwart, and since then by the former minister of education, Dr Laraki.

Supporting the Government, but not a member, is the rural-based Berber party, the Popular Movement; while the two most authentic parties, the nationalist Istiqlal and the left-wing Socialist Union of Popular Forces, chose to stay in opposition.

Two of the three governing parties—the Constitutional Union of former Prime Minister Maati Bouabid, and the small National Democratic Party—are artificial creations formed by the King's supporters shortly before the elections, apparently with the aim of thwarting the anticipated leftward swing of the electorate. The third, the National Rally of Independents, has since its formation in 1978 always been regarded as staunchly royalist.

Not that party politics has much to do with the actual day-to-day life of the country. As one Western diplomat put it, the parties are not "mobilisers of the masses or articulators of their needs". Strict limits are placed in practice on their ability to criticize or oppose government policies.

Andrew Whitley



King Hassan addresses his parliament: criticism has its limits

Relations with the Middle East

A bridge between two worlds

ON A promontory with a magnificent view over the straits of Gibraltar, in La Montagne, Tangier's most fashionable hilltop district King Fahd of Saudi Arabia has built himself a luxurious palace, which he visits for a few weeks a year.

Close by, the ornate holiday homes of other members of the Saudi royal family are flourishing—though some princes clearly favour the Corniche, at Casablanca, with its casinos and good living.

It is not difficult to see why wealthy Gulf Arabs like to spend time in Morocco, an agreeable Islamic country with more relaxed social customs and more than those to which they are accustomed. Immediately recognisable in their long flowing robes and head-dresses, the visitors are the visible—if not always welcome—symbol of a relationship that is coming to be of paramount importance for Morocco's financial well-being.

Through a mixture of judiciously-timed gifts, hard currency deposits with the Moroccan Central Bank and ample credit to purchase Western arms, the Gulf states have helped prep up their fellow monarchy in its time of need.

In 1985 alone, when the Moroccan foreign exchange reserves had virtually disappeared, the central bank records the receipt of grants from abroad of DH 2.5bn (\$250m)—most of which Western diplomats suspect came from the Gulf.

Saudi Arabia was also involved in the Paris Club rescheduling of Morocco's government debt last March. It was, therefore, no surprise that pride of place in the front rank of the receiving stand during the recent royal wedding ceremonies in Marrakesh was given to Crown Prince Abdullah of Saudi Arabia and Sheikh Zayid, ruler of Abu Dhabi and President of the United Arab Emirates.

Whatever the nature of his links with the Saudi and Gulf rulers, King Hassan has by no means forgotten the role he has taken upon himself of acting as a bridge between the West and the Arab world on one hand, and the Arabs and Israel on the other. Over the years, he has frequently played an important behind-the-scenes mediating role in the Arab-Israeli dispute—at no apparent cost to his domestic or inter-Arab standing.

"The King sees himself as an historical figure who is uniquely placed to act as an arbiter in the region's conflicts," said one knowledgeable

Western diplomat. "He is a strategic thinker who covets a place in history, though it is unclear whether he is aware of his own limitations," said another.

Going back over a decade, to the days when the late Moshe Dayan used to slip into Rabat in disguise, to prepare for President Anwar Sadat of Egypt's ice-breaking visit to Jerusalem in November 1977, the Moroccan leader has regularly received high Israeli officials with his customary discretion. Mr Shimon Peres, the Israeli Labour Party leader, visited Morocco several times when he was in opposition, before last July's public summit meeting at Ifrane.

The consequences of the ifrane summit, or rather the lack of them, were a salutary lesson to the King. Disappointed both by Mr Peres' empty hands and by his own inability to reshape the Israeli political consensus by implicitly calling on Israel's large Moroccan Jewish community to break their traditional affiliation to the right-wing Likud—the expectation is that King Hassan will be more cautious in future before undertaking similar initiatives.

At the same time, if King Hassan was able to shock Arab orthodoxes and escape with virtual impunity, in a fit of pique, Damascus broke diplomatic relations with Rabat, but the breach was brushed aside in Morocco as an inconsequential gnat-bite. More telling was the silence with which the summit was greeted in other Arab capitals and by the Palestine Liberation Organization, despite the triumphal boasts from Israel that another Arab country had broken ranks with its fellows in dealing publicly with the Jewish state.

Unlike neighbouring Algeria and Tunisia, Morocco has never extended any practical assistance to the PLO. It did not, for example, offer refuge to PLO fighters or to Mr Yasser Arafat after their expulsion from Beirut in 1982 at the hands of the Israeli Army. But, politically, as befits the man who chairs the Islamic Conference Organisation's Jerusalem Committee, King Hassan has been unwavering in his defence of both Palestinian rights and the pre-eminent role of the PLO. On this score, Mr Peres obtained little satisfaction.

At a popular level, Morocco is without question imbued with a strong, pro-Palestinian and anti-Israeli sentiment, unlikely to change ahead of a comprehensive Middle East settlement.

The prospect of regular, above-board links, even in such seemingly uncontroversial areas as communications or tourism, is thus out of the question for the moment.

But the Kingdom's geographic distance from the Arab heartland and its traditional independent-minded course still enables it to take risks that no other Arab country could afford, and to follow its own interests.

Cancelled at the last minute only because of unwelcome publicity in Israel, Mr Othman Dammari, Morocco's Agriculture Minister, had been scheduled last February to pay an unprecedented official visit to Israel, at the head of a delegation seeking agricultural technology know-how and equipment. The delegation came nevertheless.

In the other direction, thousands of Israelis of Moroccan origin each year return to their country of origin, to take part in religious festivals and help keep alive the country's once large and thriving Jewish community.

How permanent and deep King Hassan's interest is in the Middle East conflict is debatable. In the opinion of one Western diplomat, once the diplomatic contest with Algeria for influence abroad eases off, in the aftermath of a settlement of the Saharan conflict, the King will turn his attention inwards once again.

Put another way: the high

level of activity Morocco has engaged in both before and since the 1982 Fes summit—the closest the Arab states have ever come to recognising Israel—is regarded by this school of thought as more tactical than substantive in its motivation.

The King has often made clear his frustration at the way in which the Arabs, and in particular the Palestinians, have played their hand towards Israel. Having failed to face up properly to either of their two alternatives—war or peace—they have achieved precious little over the past 40 years, he tells his interlocutors.

Morocco has done its part in the Arab cause. Its troops fought bravely on the Golan Heights in 1973; it has hosted probably more Arab and Islamic conferences than any other country; and the Fes declaration, which King Hassan helped shape, remains the Arabs' best common denominator for peace talks. What more it can do at this stage, other than quietly smooth the way for the combatants to talk to each other it is difficult to see.

The King would dearly love to have a place at the pre-emptive international conference on the Middle East. But he is probably realistic enough to realise that the Arab frontline states do not share his enthusiasm to take part, his record notwithstanding.

Andrew Whitley



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The economy

Tax reform is the 'hottest issue'

"WITH POPULATION growth at about 2.5 per cent a year, Gross National Product and consumption per capita, which have been essentially stagnant since 1980, are not likely to show much improvement in real terms until the end of the present decade," concludes the latest World Bank report on Morocco.

Playing a key role in the international community's efforts to help the beleaguered Moroccan economy get back on its feet, the Bank is explicit about the likely consequences of the bitter medicine the Rabat government has swallowed since embarking on a comprehensive programme of economic reform in 1984.

The effects include: a predicted increase in unemployment (already running at 15 per cent in urban areas); reduced domestic demand; and a decline in real incomes, particularly among urban populations.

Not mentioned, but of equal concern to many thoughtful Moroccans concerned about the stability of the regime, is the need to preserve the living standards of the new middle class that has emerged over the past 15 years.

That middle class is prospering reasonably well, judging by the evidence of the smarter suburbs of Casablanca. Its well-being owes much to a factor which finds only a tangential place in World Bank and International Monetary Fund reports, but is nevertheless of crucial importance: the existence of a large and flourishing undeclared subterranean economy.

Evidence of the all-pervasiveness of the black economy is not hard to find: whether in the many small textile and clothing enterprises which have sprung up lately; in the volume of imports said to evade customs duties; or in the shape of the senior banker who candidly admitted that the only item on which he had paid sales taxes, for his luxurious new home was the cement.

As many as three-quarters of Morocco's registered companies report losses year after year to the tax authorities. And yet, somehow, they manage to survive. Astonishingly, agriculture, still the backbone of the economy, together with property dealings and tourism are all tax-exempt. How much all this represents in terms of "missing" government revenues is impossible to tell. The state's tax collecting ability is notoriously weak at the best of times. But there is general agreement

Key economic indicators				
	1983	1984	1985	1986
Exports	2.03	2.15	2.18	2.5
Imports	3.53	3.88	3.75	3.8
Current account deficit	-1.10	-1.40	-0.98	-0.257
Rate of GDP growth (pre real)	2.3	2.1	4.3	5.7
(post real)	—	10.7	14.2	15.0
Debt service (SDR bn)	1.9	2.2	2.4	3.1
(Before Relief)	—	—	—	—
As a % of exports of goods	—	—	—	—
(Before relief)	51	56.5	57.8	68.8
(After relief)	—	27.9	31.2	34.6
Drawn foreign debt	12.5	13.9	13.2	13.6

among Moroccans and Western diplomats that the size of the black economy could be equal to at least a third of Gross Domestic Product. I.e. some US\$5.3bn.

Awareness of the dimensions of the problem, and of its implications for the economy's long-range structural adjustment programme, is beginning to surface in public. "Tax reform is the hottest issue of this year and next," said one foreign diplomat.

After the profligate 1970s, when strong phosphate earnings fuelled a public sector-led spending boom and GDP expanded at a healthy annual rate of 7.5 per cent, the 1980s will inevitably be cast by many in Morocco as "the lost decade."

The twin burdens of servicing an external debt equivalent to just under 100 per cent of GDP and the continuing drain on productive resources represented by the war in the Sahara were the Seylla and Charybedes through which the economy has had to be delicately steered. Weighed down by a crippling five-year drought, growth averaged only 3.3 per cent between 1980 and 1984.

But to others, particularly among the creditors of that \$17.4bn debt mountain, the past few years will be seen as the time when Morocco finally got to grips with a number of its chronic ailments.

Subsidies, particularly on foodstuffs, have been slashed; foreign trade has been liberalised (at least in theory); and a realistic exchange rate policy has been pursued for several consecutive years. To this should be added the imposition over the past 12 months of stringent money supply controls.

The beneficial effects of these

changes, which have ushered in a generally more optimistic economic climate, are already showing up in higher earnings from tourism and foreign remittances, the country's two largest sources of hard currency. Transfers home—always a sign of confidence—from the 900,000 Moroccan emigrant workers have risen to over \$1.5bn. Tourism, whose potential has yet to be fully tapped, is also booming.

Much remains to be done, as the IMF, for one, makes clear. The provision of social services, particularly health and education, is far from being cost-effective. Subsidies, which cost the Treasury \$275m in 1986—half as much again as had been budgeted—still benefit mainly those who do not need them.

More worryingly, the crude throttling of public spending has shown up in rapidly rising arrears to domestic and foreign suppliers, a source of particular concern to the IMF. External arrears at the end of 1986, at \$620m, were more than double the comparable figure of a year earlier and well above the target set by the Fund.

Delayed domestic payments, mainly to the public sector, are meanwhile estimated at DH 6bn (\$1.06bn), together producing an enormous overhang impeding any general recovery. Despite overruns on the planned reduction in the external arrears and the fiscal deficit, by contrast with its two previous experiences this decade with Morocco, this time the IMF's stand-by agreement, covering the 15 months from December 1986 to February 1988, appears to be working reasonably smoothly.

The fiscal deficit was brought down from 10.4 per cent of GDP

in 1985 to 6.2 per cent last year; while the external current account deficit fell even more sharply, from 8.2 per cent to 2.1 per cent. The latter owed much to a number of special factors, such as the decline in oil prices and the bumper 1985-86 grains harvest.

Officially put at a record 7.7m metric tons, independent estimates of the harvest put it closer to 7m tons. It was, nevertheless, the main impetus behind the 5.8 per cent growth rate Morocco was proud to report last year. All the greater the shock, then, when reports started to come in in recent months that after two good years the rains last winter had partially failed once again and the harvest would be below normal, at around 5m tons.

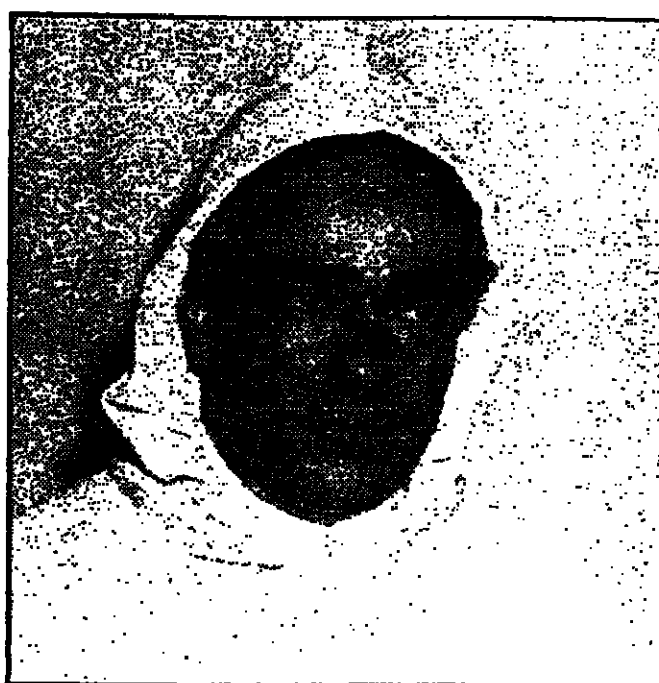
To make up for the shortfall, wheat imports of about 2.5m tons are likely to be required, putting an unwelcome additional pressure on the import bill. At the same time, the unofficial GDP growth estimate for this year has been scaled back from 3.3 per cent to 2.6 per cent—a virtual standstill in real terms. What has given Morocco a badly needed breathing space has been the debt service relief it obtained from its official private creditors following the green light from the IMF. All told, a \$2.5bn rescheduling package was put together by the two groups earlier this year, bringing the country's crucial debt service/exports ratio down in 1987 from a projected 70 per cent to a more manageable 34 per cent.

But this lessening of pressure to repay debts accumulated from the late 1970s onwards to pay for the war and a heavy programme of costly and often ill-conceived public sector projects is only temporary, extending to the end of 1988. Therefore, unless a further comprehensive roll-over can be arranged in the meantime, the pressures will redouble.

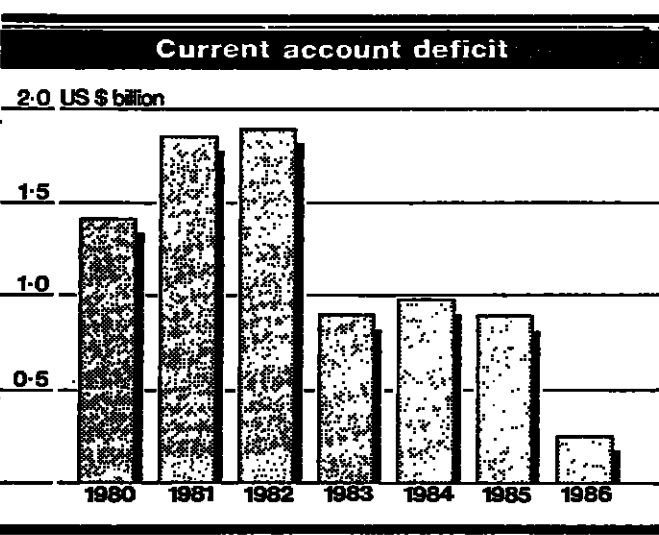
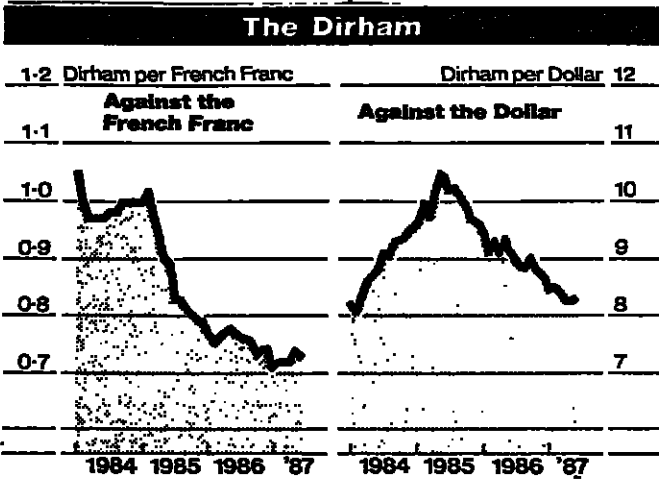
With the food riots of 1984 still very much in mind, the Government will need strong nerves to hold to its course of structural reform and trade liberalisation.

Exports have yet to show any meaningful response to the new regime. And questions are being asked about the wisdom of the IMF and World Bank's prescriptions at a time when the country's major market, the European Community, appears to be closing its doors to Moroccan goods.

Andrew Whitely



Mr Berrada: VAT drew a bowl of protest



Profile: Finance Minister

Mohammed Berrada

Luck holds for the liberal voice

WHEN Mr Mohammed Berrada speaks, sparks and ideas tend to fly in all directions. During his 15 months as Morocco's finance minister, the nimble-witted Mr Berrada has completed the renegotiation of the Kingdom's foreign debt, undertaken the latest push to reduce its budget deficit, and continued an ambitious attempt to modernise its financial system.

He has also found himself embroiled in controversy on a startling array of fronts—from fiscal policy to the running of major Moroccan public enterprises.

Mr Berrada, a genial, slightly greying man in his early 40s, represents a new breed of Moroccan minister. Professor of economic management at Casablanca University and involved with various family businesses, he has surrounded himself with a few of talented advisors including no fewer than 10 top academics.

He is unusually outspoken on a whole range of issues in a Government which is not noted for encouraging flamboyance. And he preaches the tenets of economic liberalism with surprising fervour in a country where the state still counts for an awful lot and the market is far from free.

So far, he has been lucky. Much of the groundwork for the debt rescheduling which he completed was done by his capable predecessor, Mr Abdellatif Joushri. And as he himself has been quick to acknowledge, the recent improvement in Morocco's circumstances owes at least as much to such extraneous factors as the collapse in the price of oil and the exchange rate of the dollar and last year's exceptional Moroccan harvest as to any government measures.

Making the structural reforms which he believes to be necessary for the long term is going to be much more difficult, for all the support such moves will receive from the World Bank and the International Monetary Fund.

As Morocco prepares for the next five-year plan starting next year, Mr Berrada's first target is the tax system, which he says is badly in need of overhaul. Pausing only briefly to acknowledge the fact that Morocco's budget deficit dropped from 12.3 per

cent of gross domestic product in 1982 to 6.2 per cent last year, he says baldly: "We still have a deficit. Sooner or later we'll have to reduce it further." And if Morocco is to avoid further damaging cuts in capital spending, that inevitably means broadening the state's revenue base.

Last year, he introduced value added tax for the first time in Morocco—in the process raising a howl of protest from the trading community. Now he is taking aim at the numerous tax breaks which the Government has granted to large sections of society: to farmers, for example, who are exempt from national taxes until the year 2000.

"The sectors which have grown the most are those which are tax exempt," says Mr Berrada. "Tax holidays are very short-sighted. We cannot conduct growth oriented policies if we do not have resources of our own, as opposed to borrowed resources."

Next in the firing line comes the financial system, described by one of Mr Berrada's bright advisers as "archaic." The idea is to open up the bourse, which is dominated by several large banking groups, to introduce statutory accounting standards for Moroccan companies and eventually to bring some public companies to market.

Then there is the administration itself—which Mr Berrada believes is much bigger than Morocco can afford. "Every extra person we recruit is an extra blockage on the administration and constraint on the private sector," he observes.

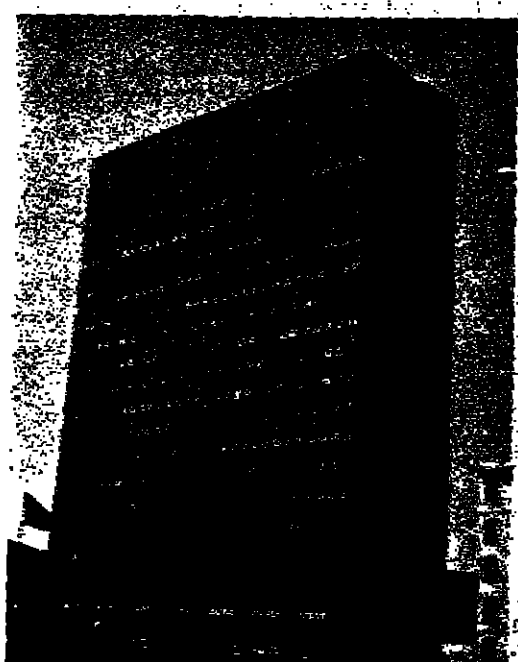
The finance minister has even dared to criticise in public the policies of the state phosphates monopoly OCP—something akin to leser-majesté in Morocco, where the phosphate company is a world unto itself.

Critics accuse Mr Berrada of spreading himself too thinly, in effect of having too many ideas. There are also those who say he is unpredictable, that he makes too many off-the-cuff remarks without thinking through the consequences or fitting them into an overall policy. But he certainly marks a refreshing change for Morocco.

Andrew Gowers and Francis Ghiles

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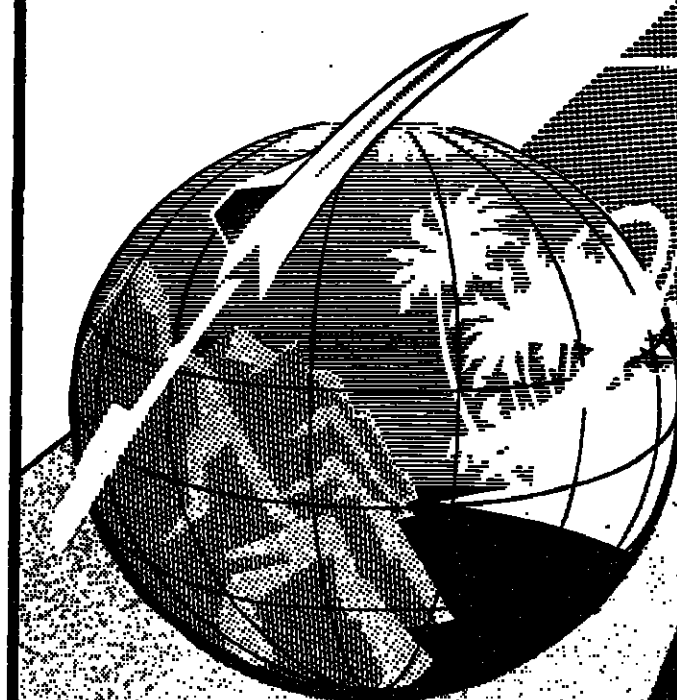
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MOROCCO 4

Banking

Tight control ensures a sounder pillar

UPON BEING appointed governor of Bank al Maghrib, the kingdom's central bank, in 1985, M. Ahmed Bennaï, who had been, as vice-governor, effectively in charge since 1967, was publicly thanked by the monarch for the manner in which he had shouldered his responsibilities.

King Hassan had good reason to be thankful, for M. Bennaï had, by his very firm control of the banking system and refusal to print money, avoided what could easily have turned into runaway inflation in the late 1970s and early 1980s, when Morocco was fast running up its foreign debt.

That debt remains, despite the successful renegotiations of the past year or so, a very major handicap as the country tries to unshackle its economy and encourage exports.

"Monsieur le Gouverneur's" mild and extremely courteous manner is deceptive—so much so that many foreign bankers who filed through Rabat, when Moroccan paper was much sought after, did not bother to pay their respects to the central bank, when they bothered to visit M. Bennaï at all.

Only during the difficult negotiations which led to the rescheduling of the kingdom's foreign debt, between 1983 and 1987, did they discover the iron will that lies behind the courtly manner of the governor.

Moroccan banks fear the central bank, which sounded warnings about the consequences of excessive foreign borrowing in the late 1970s at a time when the Finance Ministry in Rabat, most senior Moroccan officials and the majority of foreign lenders were waxing lyrical about the rosy prospects of the Moroccan economy. As the prices of phosphate rock plunged from the short-term dizzy heights achieved by the mid-1970s, and public investments surged ever higher, little attention was paid to the warnings, which appeared in Bank al Maghrib's annual reports, always a treasure trove for the diligent journalist.

The tight leash of the central bank has ensured that the Moroccan banking system has

become one of the sounder pillars of the kingdom.

The banks are essentially split into two groups: development and commercial banks. The first investment bank is expected to be set up soon, a joint venture between l'Ornium Nord Africain (Morocco's largest private company which has an annual turnover in excess of \$600m) and Paribas.

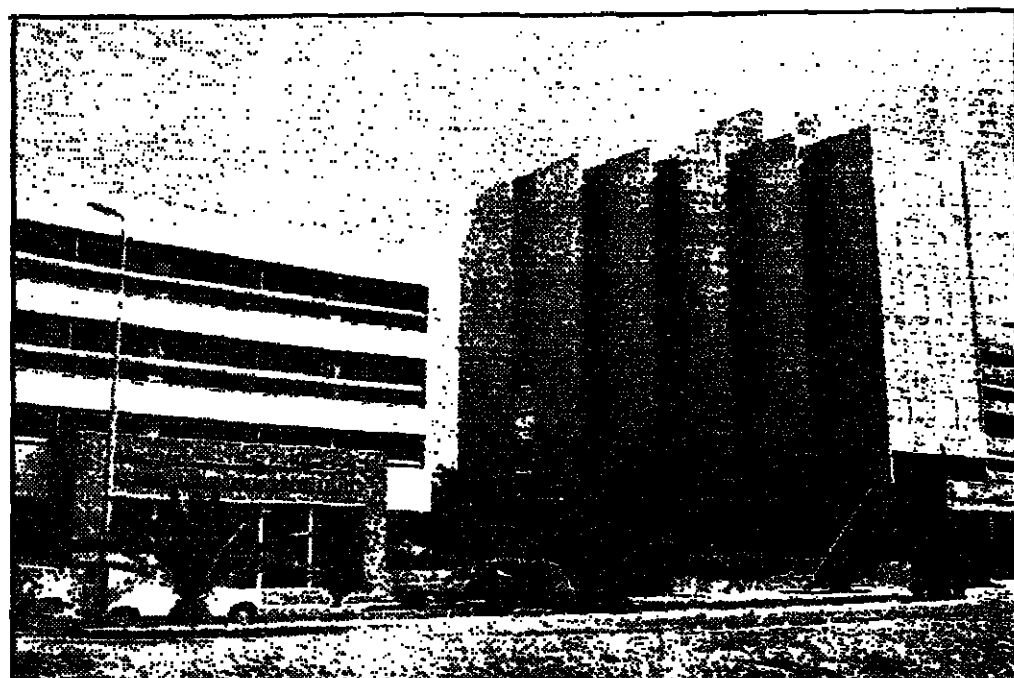
The development banks number three: the Banque Nationale du Développement Economique (BNDE), created in 1959 and whose major area of investment has been industry; the Credit Industriel et Hotelier (CIH), which finances housing on easy terms, a policy destined to help the managers and technicians to acquire houses and which more recently has begun investing in cheaper forms of housing; and the Caisse Nationale du Credit Agricole (CNCA) which specialises in agriculture.

All three have performed a useful role but will have to guard against creeping bureaucracy. They can now, under new rules passed at the behest of the IMF and World Bank, seek to enlarge what remains a very narrow deposit base. To date, they have depended for their funding on state and international loans—whether it would be wise to engage in such a policy, except where CNCA is concerned, remains an open question.

Among major banks, most have an important foreign stake (never above 50 per cent of capital). With few exceptions, such as the Banque Marocaine du Commerce Extérieur (BMCE), which was founded in 1950, they were born of the "Maroccanisation" of former French establishments.

BMCE itself includes among its foreign shareholders Commerzbank, Banco Exterior de Espana, Banca Commerciale Italiana, Societe Generale de Banque, and Banque Francaise du Commerce Extérieur.

Bankue Commerciale du Maroc, which is private, has Indosuez and Credit Industriel et Commercial among its all-private shareholders. When its chief executive, M. Abdelaz



Agadir: Compagnie Marocaine de Credit et de Banque (left) and Banque Populaire

Alami, asked Price Waterhouse to audit the bank's accounts for the first time, about 10 years ago, his senior managers were surprised—but no longer.

• Societe Generale de Banque has Societe Generale among its all-private shareholders.

• Credit du Maroc has Credit Lyonnais.

• Banque Marocaine du Commerce et de l'Industrie has BNP.

• Societe Marocaine de Depots et de Credit has Paribas.

• Wafabank, which belongs to M. Moulay Ali Ketani, has Indosuez.

Algemeine Bank Nederland and a few others have subsidiaries controlled by foreign investments in Morocco. The first is considering whether to open a second branch outside Casablanca—in Agadir, where it might be well placed to take advantage of the boom in fishing, canning and food processing.

Competition between Moroccan banks is fierce, and holding on to their market share has been a prime consideration since 1985. Indeed, that year, and for the first time since independence, deposit rates were higher than inflation. In 1986, banks were paying at least 12 per cent for one-year or long-term money. The consequent rush to put money on deposit forced the banks, after a few months, to turn away depositors. The volume of credit they could extend was tightly controlled, in line with the policy of austerity practised by the state, and hence they did not have the

means to earn enough.

Yet, since 1985, deposit rates have not been competitive with the return that Moroccans can earn on state loans. The latter offered interest rates of 14 per cent in 1985, 13 per cent in 1986 and 12 per cent in 1987—earnings here, furthermore, are tax free.

The banks make good profits—but then, with so many lending rates dictated to them by the central bank, and virtually no possibility for medium-size or smaller borrowers to renegotiate the rate at which they initially borrow, that is hardly surprising. The quality of the banks' loan portfolio is impossible to assess with any degree of accuracy, but it appears, at least for the leading establishments, to be good.

The high rates of deposits of the past two years have tended to slow investment, and hence the Ministry of Finance has been able to bring them down. Investment should also be encouraged by the fact that the state is, slowly but surely, paying its arrears to Moroccan companies. State arrears have thus declined from DH 9bn two years ago to DH 6bn.

Today 30 per cent of the 6m Moroccans at work have a bank or post office savings account. That in itself is a good base from which the banks can grow, at least in the towns. Unlike the insurance sector, which has run up deficits estimated at DH 90bn and is riddled with inefficiencies and corruption, the banking sector plays a useful and constructive role. One-third

of the 14,000 Moroccans employed in banking have at least their "Baccalaureat," a high rate by the standards of any Moroccan industry.

Another way in which major Moroccan banks have helped the state is in the excellent relations they maintain with their correspondents abroad. These good relations have allowed the country to retain its short-term lines of credit, worth \$750m, throughout the protracted renegotiations of the foreign debt.

Its foreign debt will continue to weigh heavily on Morocco's ability to invest. Economic mismanagement in the 1970s, drought in the early 1980s, the heavy burden on a conflict over the future of the Western Sahara: all these factors can be blamed. But the country has achieved extremely favourable terms for rescheduling its debt. Last December, international banks agreed to all principal repayments falling due between 1985 and 1988 to be rescheduled over 10 years with five years grace.

The Paris Club, for its part, agreed to similar conditions applying to that part of the state-guaranteed debt which falls due between last March 1987 and June 30 1988. The Club's Executive Group, formed under the aegis of the World Bank at last March's meeting, has agreed to lend a further SDR 100m. Meanwhile, over the past four fiscal years, the World Bank has extended loans worth US\$1.688bn to Morocco.

Loans extended by the French Treasury have maturities of up to 33 years, with 12 years grace, and carry 2 1/4 per cent interest rates. Morocco remains the largest beneficiary of such loans. Loans extended by Madrid often carry similar terms. Overall western European countries have been extremely solicitous of Moroccan needs. (The only figure in the debt total which it is impossible to ascertain is that which concerns the purchase of weapons).

The devaluation of the Dirham, for its part, has proceeded without major hiccups. However, the currency has in effect been devalued far more than against the US dollar. Such a policy indirectly subsidises the imports of sulphur and oil (which cost respectively \$200m-300m and \$400m-500m last year) and interest repayments on the debt, which are running at around \$1bn. It does not, however, make exporting to the US any easier for certain Moroccan industries.

Morocco's banking system has developed more harmoniously than some other sectors of the country's economy. Today, the banks can be of great help to those companies that are trying to broaden their markets. Their relations with other international banks have held the country in good standing since 1983.

Whatever happens to the banking sector in the years to come, one feature of this area of Moroccan activity is unlikely to change—that is the central role of the Bank al Maghrib. As he greeted the last March, when the new minting and printing facilities of the bank were inaugurated, M. Bennaï displayed the calm assurance of the happy few who belong to an exclusive club—that which includes the long-standing governors of their respective countries' central banks.

Francis Ghiles

The Kingdom's pro-Western orientation gives it a particular interest in the EC

Spanish factors in the special-case argument

KING HASSAN has a pet phrase which speaks volumes about why he is currently so upset with the European Community. "Morocco is Europe's backyard," he is fond of saying.

Echoing his monarch, Mr. Abdelatif Filali, the Foreign Minister, recently declared that Morocco was "part of the West."

Strategically located on Africa's north-western corner, just across the Straits of Gibraltar from Spain, the King has worked hard at casting his country as the natural bridge between Western Europe on the one hand and the Arab world and Africa on the other.

Destination of Trade			
Morocco's major trading partners (1985)			
	% of total exports		% of total imports
France	24	France	25
Spain	7	Spain	14
West Germany	7	West Germany	8
Italy	6	Italy	3
(UK)	3	(UK)	44
Others	53	Others	100
	100		100

Source: Harwest Market Intelligence

For the past 1,200 years the Andalusian and Moorish cultures have intermingled across the narrow straits, and full membership of the Community would be a logical development as far as Morocco is concerned. About a million Moroccans live permanently within the Community, mainly in France and Belgium, while hundreds of thousands of others, including King Hassan himself, view France as their natural holiday destination.

In the other direction, in recent years Morocco has become an important tourist destination for sun-starved Europeans. More than 1.2m of them visited the country last year, a third coming from France.

Since independence from France in 1956, Morocco's trade dependency on the former colonial power has lessened significantly. In the two decades between 1965 and 1985, for example, France's share of total Moroccan exports dropped from 44 per cent to 24 per cent, while imports from France also declined: from 38 per cent to just under a quarter.

The decline in France's share notwithstanding, Western Europe as a whole is still responsible for two thirds of all Morocco's non-oil imports, and purchases three-quarters of its goods.

The psychological orientation towards France also remains strong, hampering necessary attempts to diversify into new markets.

Wringing his hands about the lack of alternatives (the US? "It's very difficult for us," Japan? "Too far away and too protectionist," Black Africa? "Enormous risks and no financing system"), Mr. Hassan Abdelatif, the Foreign Trade Director, said: "It is so much simpler for our businessmen when they can just pick up the phone and speak French". The obvious query over the potential importance of neighbouring Algeria with which Morocco has been at loggerheads for the past decade, was left unasked.

Leaving aside the question of full membership of the Community—and most officials are realistic enough to know that entry to the club is unlikely to be granted in the foreseeable future—Morocco has called for special treatment beyond that being granted to other Mediterranean basin countries following the accession of Spain and Portugal.

What Morocco seeks is the preservation of its competitive advantage vis-à-vis Spain, its principal competitor in Western Europe. It's a case which, at bottom, is based more on political and geographic considerations, such as the Kingdom's firm pro-Western orientation and its strategic value to the West, rather than on straightforward economic factors.

According to one senior Moroccan official intimately familiar with the dispute: "We don't understand why no distinction is made between friends like us, who share the same values as Europe, and more distant countries... The fundamental problem," he went on, "is that the European Community treats us as if we were Syria."

Well aware that, if it were to accede to this special pleading, it would be opening up a Pandora's box of trouble from other Mediterranean countries, notably Israel, Brussels has not surprisingly adopted a hard-nosed "take it or leave it" attitude.

An impartial observer might say that, lacking any strong

cards, Rabat may well eventually have to settle on much the same terms as are currently on the table. After all, Moroccan interests will not be seriously affected until 1990, allowing time to find new markets for the fruit and vegetables most at risk from stronger Spanish competition.

But pride has been hurt and, like a jilted lover, Morocco has taken umbrage, raising the prospect of a prolonged period of bureaucratic trench warfare between the two sides. After a year of discussions on the treaty of adaptation required following Spain and Portugal's entry into the Community, negotiations recently came to a halt. Claiming that the accession of the two Iberian countries will cost it 2 per cent of its Gross Domestic Product, Rabat is demanding that the Commission seek a fresh mandate from its member states.

It is a matter of vital national importance, Morocco insists, pointing out that in citrus alone the livelihood of 500,000 families—equivalent to 3m people—is at stake. Some two-thirds of Moroccan citrus exports of \$50,000 are traditionally sold in the Common Market.

As the deadlock deepens, the Commission has refused to discuss a new financial accord: while Morocco, in turn, is openly threatening to compel the EC to finance the rebuilding of the Spanish fishing fleet, from a coastal to a deep sea outfit, by blocking Spain's traditional access to its Atlantic inshore waters. Since Spanish accession to the EC, renewal of a bilateral fishing pact with

Morocco, which expires at the end of this month, has automatically become a Commission responsibility.

Morocco is also complaining bitterly that Spain is in breach of the international TIR agreement by refusing to permit its trucks laden with produce for other West European markets to cross Spanish soil. The additional cost and inconvenience of going by boat to France is not so high, but the symbolic importance of the embargo weighs heavily on Rabat.

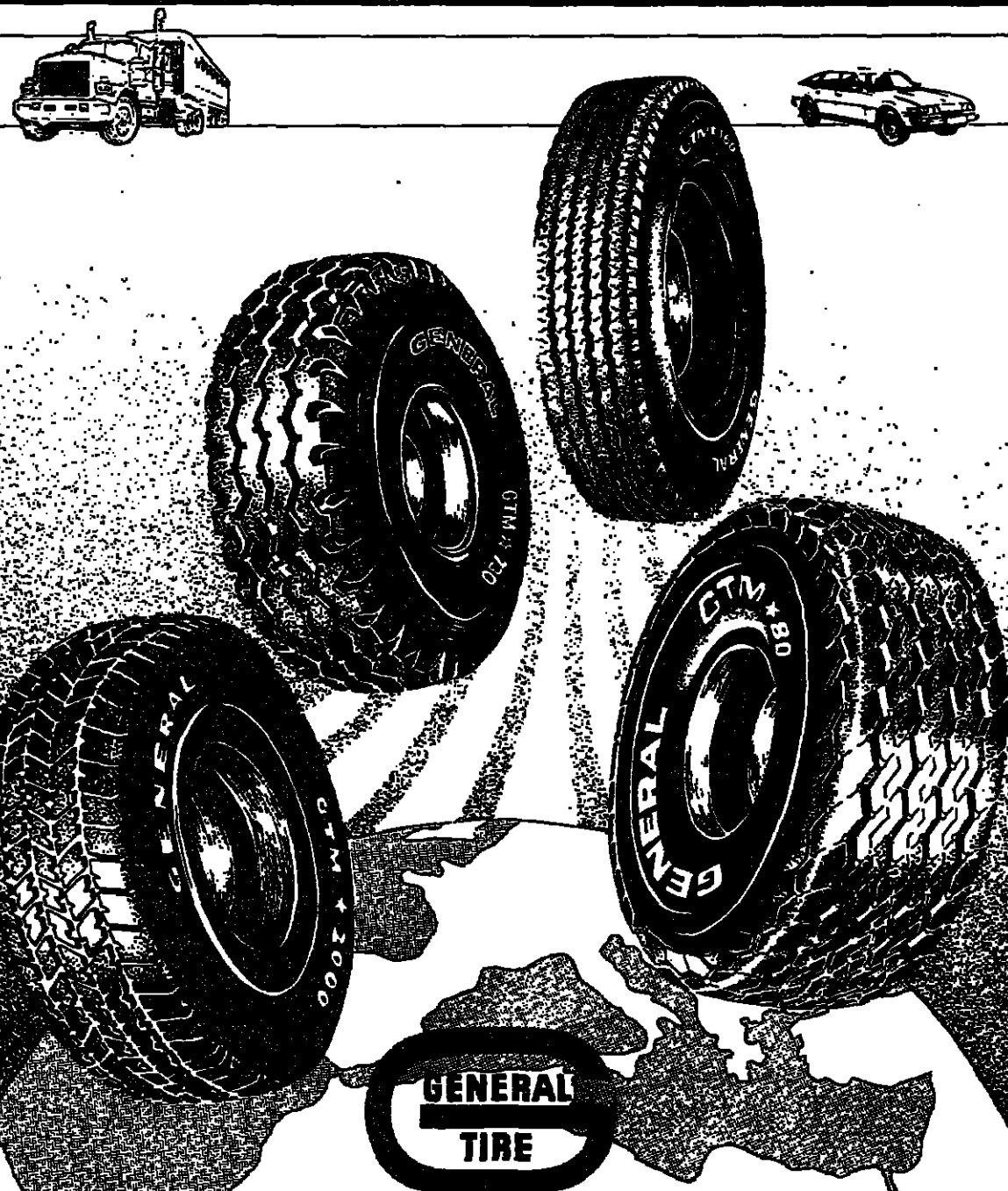
A year of Moroccan complaints about its treatment at the hands of Brussels are nothing new. In a recent article, Mr. Abdelmalek Cherkaoui, Ambassador to the Community, wrote about his country's sense of "disappointment, even bitterness" at the record of the past 10 years. The results of the 1976 trade accord, which gave Morocco associate status, had been a long way short of expectations, he claimed.

Forecasting apocalyptically that the consequences of enlargement would be catastrophic for Morocco, Mr. Cherkaoui said that every reduction in that part of the European market currently held by his country would be a gain for Spain.

Underlying all Morocco's current complaints is the prevailing concern that the Community's doors are progressively closing on both its agricultural and its manufactured products, mainly textiles and leather goods.

Andrew Whitley

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INTRODUCTION

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SOCIÉTÉ NATIONALE ELF AQUITAINE (SNEA)..... 36.00%
COMPAGNIE FRANÇAISE DES PETROLES (CFP)..... 6.66%
VARIOUS OTHERS..... 7.34%

MAIN ACTIVITIES

1. Prospecting of hydrocarbons: S.C.P. has interests in several associations.
2. Refining of crude oil at the Sidi-Kacem Refinery, which has an annual refining capacity of 1,200,000 tonnes; S.C.P. carries out 33% of the refining activities of Morocco.
3. Filling of 3 kg and 12 kg gas bottles in the various Filling Centres of Morocco—at Fez, Rabat, Oujda, Tangiers, Nador and Errachidia; S.C.P. has a 40% share of the gas bottle filling market in Morocco.
In 1985, the total gas used for this activity by S.C.P. reached 139,500 tonnes.
In 1986, it reached 149,972 tonnes.
4. Manufacture of butane and propane gas bottles:
3 kg bottles—1985: 68,069 1986: 133,222
12 kg bottles—1985: 117,000 1986: 107,485

EMPLOYEES AT 31ST DECEMBER 1985: 851, of whom 67 were engineers.
EMPLOYEES AT 31ST DECEMBER 1986: 873, of whom 68 were engineers.

Agriculture

Drought prompts increase in government investment

THOSE MOROCCANS who live outside the towns and till the land still account for just over half of King Hassan's 23 million subjects. Yet they only account for 15 per cent of gross domestic product.

Agricultural produce makes up 25 per cent of all exports, yet it is produced by farm owners whose average age is 55, and 77 per cent of those over 25 years of age are still illiterate. While the large farms, which in Morocco means between 50 and 100 hectares, produce more of what is exported, 70 per cent of all farmers and farm labourers till land strips of five hectares or less.

The rate of growth in the farming sector declined by 2.2 per cent on average annually between 1981 and 1985 as Morocco suffered between 1981 and 1983 the worst series of droughts this century. Though less dramatic and far less reported in the Western media than what was occurring south of the Sahara, the consequences of the drought were severe.

The contribution of farming to gross domestic product which was as high as 20 per cent in 1970 declined to just over 13 per cent on average.

The production of cereals fell despite last year's bumper crop. That brought in nearly 8 million tonnes of cereals while this year no more than 4 million tonnes is expected. The drought forced the authorities to import extensively.

While the sheep and goat herds suffered losses of 5 per cent, the number of cattle dropped from 3.7m in 1980 to 2.3m in 1984, recovering modestly to 3.5m in 1985. The sheep herd was protected by the Sovereign's appeal to his subjects in 1983 to abstain from killing sheep on the Aid El Kheir which marks the end of the holy month of Ramadan.

By severely curtailing the income of the mass of peasants, the drought limited their ability to buy farm machinery, especially new tractors. An increase of 2.4 per cent per annum means that today only 30,000 tractors are in use. The use of fertilisers did, however, progress by 6 per cent every year to reach 714,000 tonnes last year.

The drought has encouraged the Ministry of Agriculture, under Mr Othman Denssali to battle hard to increase the

share of government investment going to the farming sector. That share, which had reached as much as 22 per cent in 1968-1972, had fallen as low as 7 per cent last year but many observers in Rabat believe it will increase in the course of the next five-year economic plan which the Government will submit to Parliament in the autumn.

The ministry has pursued its longstanding policy of building one new dam every year and extending the irrigated areas which today represent at least 10 per cent of the 8m hectares of arable land in the country (amounting to 11 per cent of all land) by having wells sunk and small pumps installed.

Progress has also been made where pesticides are concerned although their use tends to be limited to areas of intensive, rather than cereals, farming. Providing farmers with higher quality seeds and improving the health of the herds also comes into the picture but popularising new methods is not made easier by the very high rate of illiteracy.

The decision taken by King Hassan in 1984 to exempt the farming sector from all taxes until the year 2000 was a dramatic gesture which has undoubtedly helped to focus attention on the problems of farming and attract investment back to the land.

Although such a tax holiday fails to discriminate between richer and poorer regions, let alone farmers, Moroccan officials are quick to point out that the old agricultural tax cost more to levy than it yielded, and assessing how profitable a farm is remains a difficult exercise.

They add that the Ministry of Finance has so far failed to get even the private industrial sector to pay the taxes it nominally owes the Exchequer and that since independence, not only has the surplus from the land been used to finance industry and building in the towns, but that the latter have enjoyed extremely cheap surplus labour, from the land and cheap food.

The King's gesture was meant to send a signal. Farming must now be treated as a priority. Until the late 1980s Moroccan production of oil covered 38 per cent of the country's needs against only 15 per cent today. The cereal deficit concerned essentially soft wheat whose production did however increase by 80 per cent last year. But the Moroccan farmer still favours hard wheat and barley, the two crops he has grown for over a 1,000 years. The growth of the cities is changing the food consumption pattern faster than the behaviour of the small farmer.

Increasing the output of cereals is no easy task as the extreme division of property, lack of mechanisation and irrigation, not to mention the low level of education, all conspire to slow progress.

Fruit and vegetables pose no problem as they are exported in large quantities and remain plentiful in the local market. The slow rate of growth of the farming sector since 1970 is amply demonstrated by the fact that up to then exports of farming produce doubled the value of imports of foodstuffs. Today that proportion has been more than halved.

It is that relative decline, whose consequences have been aggravated by drought and have been so damaging to the economy that the King sought to redress by giving his farmers such a long tax holiday.

State investment in agriculture (DH bn)

1968-72 1973-77 1978-80 1981-85

Forecast 2.29 2.85 3.54 14.51

Realised 2.28 4.35 4.26 7.54

Source: Ministry of Agriculture, Rabat.



Mr Othman Denssali: battling hard

Easier access to credit is one of the means the authorities hope will help farmers. The Caisse Nationale de Crédit Agricole (CNCA) has altered its lending policies, increasing the maturities of the loans it extends to 20 or 25 years, setting up many more agencies and widening the net of those eligible to borrow.

But it is faced with the constraint that it has a weak deposit base, DH1.1bn, to set against its lending which amounts to four times that figure.

The CNCA is hoping to strengthen its deposit base and thus become a "true" bank. This would also allow it to help finance food processing and canning ventures. If it travels down that road, which is what its newly appointed Director General, Mr Rashid Hadaoui is convinced it will, the CNCA will be following in the footsteps of its better known French counterpart.

To help farmers further, it was recently decided that all customs due and other taxes on many inputs and machinery used in farming should be lifted. Investing more in downstream activities such as stock, processing and distribution are also part of the policy.

The hopes invested in the next Five Year Plan stand little chance of being realised however if the prices paid to farmers do not increase. In real terms today's prices are hardly above those paid 17 or 18 years ago. Yet as subsidies are cut on staple foodstuffs, in keeping with the readjustment policy agreed with the IMF, can the Government afford to allow price rises in the towns without risking social unrest?

If Moroccan farming is to be given the chance it deserves the answer must be yes.

Francis Ghiles

Phosphates

Debate about expansion plan

THE POWERFUL director of Morocco's state phosphates monopoly and its most important industry, Office Cherien des Phosphates (OCP), Mr Mohammed Karim Lamrani, is a man of seemingly unshakable confidence.

The world phosphate market is in a terrible mess. Prices are chronically depressed; sales of fertilisers, which account for the lion's share of phosphate consumption, are largely stagnant; and no end to the industry's huge problem of excess production capacity is in sight.

Morocco, as the world's largest exporter of phosphates, has suffered as much as anyone OCP's sales, which account for more than 40 per cent of Morocco's export earnings, have dropped in the last couple of years; and it is saddled with large and expensive quantities of unused plant and heavy debts after an investment binge in the late 1970s and early 1980s.

Yet the 68-year-old Mr Lamrani, who for 20 years has towered over the affairs of OCP and has also served as prime minister twice since 1970, seems quite undaunted. On the contrary, far from worrying about over-investment in the past or under-performance in the present, he wants to mount another big expansion and borrowing programme in order to cement Morocco's leading position in the world phosphate industry.

His case is easy to understand. Morocco, together with the Saharan provinces over which it claims sovereignty, possesses almost exactly three quarters of the world's phosphate reserves—deposits with rich mineral content in comparison with those in the US, Morocco's arch rival on the world market.

In order to capitalise on that near-monopoly and obtain the maximum value from these resources, the argument goes, OCP needs to invest in mines and in downstream industries to process phosphate rock into phosphoric acid and fertilisers.

The time to do that is during a slump, when other producers are shutting down, rather than a boom. The eventual aim—within, say, 20 years—is nothing less than a world market share in line with Morocco's share of world reserves.

Meanwhile, a debate is underway at the highest levels of the Moroccan Government which strikes at the root of the company's policies for the last 15 years. The trouble arguably started in 1973-74, when—with a sideways glance at a tight world

phosphate market and at the success of the Organisation of Petroleum Exporting Countries (Opec) in raising oil prices—OCP contrived to raise the price of its phosphate rock no less than fivefold, from \$14 a tonne to \$68.

The results were disastrous. The full increase could not hold, and OCP was forced to cut its prices below \$40 a tonne. Worse still, Moroccan exports tumbled by nearly 30 per cent in 1975 as other producers—notably the big mines in Florida—undercut OCP. Meanwhile a host of other Third World producers—Togo, Senegal and Jordan, for example—were encouraged to bring their own deposits on stream.

The market has never been quite the same again, since the new marginal producers—with their pressing need for foreign exchange—have continued to export at almost any price.

True, Moroccan exports resumed their growth path, rising by 11 per cent a year between 1976 and 1978 as world phosphate consumption was stimulated by a boom in agricultural production in the industrialised countries.

But by this time the company and the state is shrouded in obscurity. But one indication is provided by the fact that OCP paid no dividends or corporate taxes last year.

The tone and volume of the criticism has been growing markedly in recent weeks and, what is both new and significant, the debate has burst into the open. Mr Mohammed Berada, the present finance minister, astonished a group of top businessmen and economic journalists several weeks ago by delivering a sharp attack on the company's policies—the first time anyone can remember that such views had been aired in public.

The complaints revolve around the following themes: • Investment. OCP is widely accused of having over-invested in grandiose projects during the 1970s and early 1980s on the basis of excessively optimistic forecasts about the world phosphate market. The programme has certainly left it with large debts, accounting for a significant, though unquantifiable, proportion of Morocco's overall foreign debt. OCP has hardly begun paying back these borrowings.

• Pricing and marketing. A major criticism is that OCP—in which all the sales decisions are taken by Mr Lamrani himself—has never learned from the mistakes of 1974 and has con-

sistently set its prices too high. As a result, the argument goes, Morocco has blunted its capacity to compete and left room for other producers to undercut.

• Management. Critics allege that OCP is run like a state within the state. They say its direction is too centralised in the hands of one man—Mr Lamrani—and insufficiently accountable to the Government which owns it.

The organisation's board, consisting of a bevy of Cabinet ministers who are not in a position to seriously discuss OCP's affairs, meets but once a year; requests for information from it or from outside bodies like the World Bank tend to be greeted with obfuscation or a plain stone wall. And when Mr Lamrani returned to the job of Prime Minister as well as OCP director, between 1983 and 1985, decision-making ground to a virtual halt.

A number of senior people within the organisation have registered their frustration over the past few years by resigning—most recently, its commercial director, Farouk Chaoui, who quit at the beginning of this year.

It is against this background that Mr Lamrani is pursuing his campaign for yet more investment. He is asking of spending up to \$3bn on doubling the capacity of Jorf Lasfar, and has already informally approached foreign friends such as Mr Jacques Chirac, the French Prime Minister, with a view of obtaining funds.

He wants to go into more sophisticated downstream products with a factory to make superphosphoric acid, principally for the large Soviet market. And he is planning a new mine in the Benguerir deposit.

The mine project, known as Sidi Ghennane, may well proceed on the grounds that it is necessary to replace another one that is close to exhaustion.

Over the other plans, however, there are some big question marks. Senior Moroccan officials are asking whether it is worth pouring good money after bad without a fundamental change in OCP's pricing policies and management structure.

Mr Lamrani is apparently not to be swayed. He is convinced that in the long run Morocco's enormous phosphate reserves give it the capacity to outlast the competition, ride out the recession, and emerge with an unchallengeable domination of the world market.

Andrew Gowers and Francis Ghiles

Office Cherien des Phosphates

1985 1986

(Tonnes m)

Exports 14,79m 13,70

Production 20,9m 21,40

Local sales 5,82m 7,59

Value of rock exports DH4.82bn DH3.84bn

Source: Financial Times Estimates

CREDIT AGRICOLE



القرض الفلاحي

Morocco's Agricultural Banking Institution, an Instrument for Economic Development

The Caisse Nationale de Crédit Agricole (CNCA) was established in the early days of independence as a public financial institution to provide farmers with resources, introduce modern methods of production and increase agricultural yields. As a major instrument of rural financial policy, CNCA has been enhanced by the participation of farmers' representatives at both national and regional levels in determining the allocation of its credit resources.

Within this framework, the agricultural sector, including agro-industry and rural housing, has witnessed a substantial expansion. As of May 31, 1987 loans totalling 7.1 billion dirhams(*) were disbursed to 465,000 clients, through a net-work of 320 local and regional branches established throughout the country.

CNCA's lending operations have been significantly supported by foreign capital, a reflection of the confidence CNCA has earned through bilateral and multilateral agreements with financial institutions, such as the World Bank, West Germany's Kreditanstalt Für Wiederaufbau, the African Development Bank, USAID, the European Investment Bank, Credit Agricole of France, and others.

In its 25 years of existence, CNCA has achieved outstanding results. While there has been a remarkable improvement in agricultural production systems and Morocco has entered international markets; especially the European, the CNCA has gone through a profound transformation in its original orientation.

Head Office: C.N.C.A. 2 avenue d'Alger RABAT B.P.49 Tel: 259-20 : 325-55 Telex: 31657 FAX: 325-80

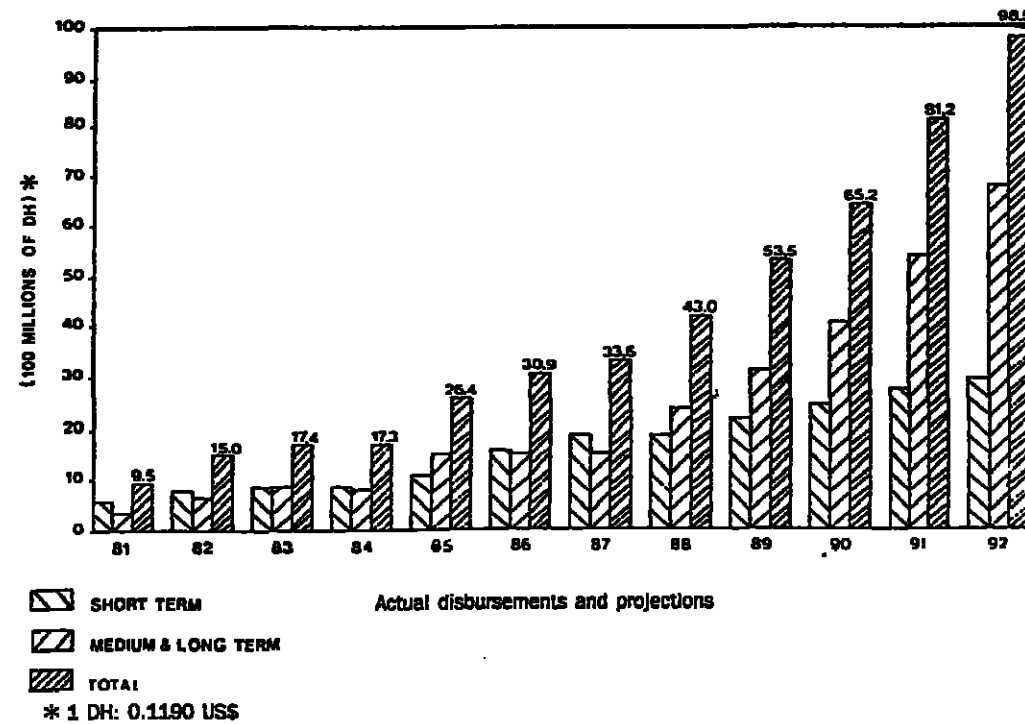
Following the Royal Instructions of His Majesty, King HASSAN II, the CNCA is now reappraising its role and establishing itself as a full Development Bank at the service of the national economy.

With this in view, the CNCA should not only foster the banking development process in rural areas, but also provide new banking and financial services, as well as extend its activities. Thus, the CNCA is setting up a new working programme intended to develop the financing of:

- the founding and the extension of small and medium firms, especially by recycling the savings of the Moroccan workers overseas;
- the setting up of young promoters, technical school graduates and professionals;
- the handicraft sector that uses vegetable and animal products and offers important job opportunities mainly in rural areas;
- the export promotion of agricultural and agro-industrial products;
- the coastal fisheries, fish farming and forestry;
- the struggle against the excessive splitting of farms, which constitutes a major handicap to the development of the agricultural sector;
- the social advancement of women in the rural environment.

The ultimate objective of the CNCA's many activities is to contribute more efficiently to the settling of rural populations on their land and also to the achievement of food self-sufficiency.

C.N.C.A.: SHORT, MEDIUM & LONG TERM LENDING 1980-81/1991-92



MOROCCO 6

Fish industry

Strong growth as facilities are updated

OVER THE PAST six years Morocco has increased the value of its exports of fish fivefold to around DH 2.4bn. Meanwhile in 1986 the catch amounted to 591,000 tonnes, as against 323,000 in 1980. Today fishing provides 83,000 jobs, directly and indirectly while domestic consumption of fish has doubled.

All these figures speak of rapid growth and suggest that the Kingdom has now taken the measure of the wealth which lies along its long Mediterranean and Atlantic coastline where some of the world's richest fishing grounds are to be found.

Until the 1970s Morocco had, despite the once much feared privateers who operated out of Rabat and its twin town of Salé, historically turned its back on the sea. The great imperial capital of Fes and Marrakesh were the seat of the thrust of successive Sultans towards the Kingdom's hinterland. So much so that foreign ambassadors were obliged, until the French protectorate, to reside in the northern port of Tangier.

The on and off occupation of various Moroccan ports by Portugal, Spain and the United Kingdom (Catherine of Bragança brought Tangier in her dowry when she wed King Charles II) after the Muslim retreat from Spain at the end of the 15th century also helps to explain Morocco's lack of interest in its long seashore.

A number of problems do however confront the Moroccan authorities as they seek to develop this promising sector, quite apart from the difficult renegotiation of the status of fishing agreements with Spain and Portugal which it is currently negotiating with the European Community.

Some 90 per cent of Moroccan fishermen operate along the coast in small boats yet over half the value of the total catch and the lion's share of exports is provided by the 200 ship freezer trawler fleet based in the Canary Islands, at Las Palmas. The modernisation of Moroccan ports such as Agadir or the building of new ones such as Tan Tan is a recent development. Thus Morocco still lacks a good network of frozen storage units

and large scale ship maintenance facilities.

Omnium Marocain de Pêche one of the largest Moroccan companies does have a large integrated cold storage and processing plant in Tan Tan which remains very much underused pending the return of its high seas fleet from Las Palmas.

Existing canning units meanwhile are severely under-utilised as pointed out in a recent study by the International Trade Centre. Out of 84 units, 18 are virtually closed, 23 only working at 25 per cent capacity and a further 43 only at 35 per cent.

This results from another development which has compounded the difficulties of coastal fishermen in recent years. Sardine shoals in particular have moved towards the south. The same report notes that the sardine catch landed at Salé and Essaouira was more than halved between 1983 and 1985.

Helping the mass of small fishermen is thus a priority which King Hassan has entrusted earlier this year to the Caisse Nationale du Credit Agricole.

Overall, 1986 recorded good progress. The coastal fishing catch increased by 100,000 tonnes to 445,000 tonnes while value increased by one fifth to DH 787,000. High seas catch of white fish and cephalopods landed in Las Palmas dropped by one third to 51,700 tonnes while a new category of catch, frozen sardines made its first appearance in 1986.

Last year's exports of fish recorded a twentyfold increase in frozen fish, a category which is destined to develop fast but how accurate the overall statistics are remains open to doubt. Indeed Moroccan fishermen still sell a lot of fish directly to foreign vessels as it fetches a much higher price than if they land it in Moroccan ports.

Together with foreign vessels fishing illegally in Morocco's 200-mile exclusive economic zone it was estimated in 1983 that the Kingdom was losing



Bringing in the catch near Salé, on the Atlantic coast

roughly \$1bn a year. Even if that figure today overestimates the extent of losses to the Moroccan economy it does suggest how much the country could gain.

Demand for fish abroad remains strong and the high seas fleet has been substantially modernised in recent years. Last year Moroccan ship-owners had about 50 boats on order while 16 new vessels were registered in 1986.

Despite the profitability of this sector many fishing companies have failed to maintain payments on ship loans. Much of the financing has come from Spanish suppliers guaranteed by the Moroccan Government which has now been rescheduled along with Morocco's other official debts.

But such funds are now exhausted and Moroccan banks remain reluctant to finance large ship construction projects. Japanese companies have also been hit by similar problems. A new category of catch, frozen sardines made its first appearance in 1986.

The coastal fleet for its part concentrates on fishing white fish, cephalopods and crustaceans, which in 1985 provided 11 per cent of tonnage but 50 per cent of value.

The informal nature of this sector makes the protection of threatened stocks particularly difficult to monitor. A large amount of what is fished here is exported fresh to Spain.

The repatriation of Morocco's fleet from Las Palmas and the entry of Spain and Portugal into the EC makes for a very uncertain

marketing situation. Moroccan officials expect traditional traders to follow the high seas fleet to Morocco but the latter has an obvious interest in increasing the share of fish processed and packaged domestically for export.

Morocco's agreement with Spain which expires this year has given an annually decreasing number of Spanish trawlers the right to fish in Moroccan waters at a cost of £300m every year. Commercial and concessional credits worth US\$550m were extended in 1985, thus allowing Spain to sell ships and participate in the extension of the port of Agadir. But the Spanish point out that other non-civilian items were also purchased.

The Kingdom also has a limited agreement with Portugal and agreements on technical co-operation with the USSR, the US and Japan.

In 1984 the Office de Commercialisation des produits de la pêche currently under way to its export monopoly and now simply acts as a watchdog on quality and product grading.

The development of the fishing sector can be counted as a success—since 1980, in sharp contrast to an earlier very speculative attempt in the 1970s. The problems Morocco currently faces are manageable if the will to reorganise traditional procedures and facilitate the task of those who wish to export remains.

Improving the financing and management of the coastal fleet will for its part provide new jobs and make a useful contribution towards the goal of food self-sufficiency.

But the authorities would do well to put greater pressure on those Moroccan companies which have not paid for the ships they bought four or five years ago to start repaying their loans.

For successful companies to discard such a fundamental point is to make nonsense of the attempts currently underway to unshackle the Kingdom's economy.

Francis Ghiliès

Value of fishing exports (DH 000)

		As % of foodstuffs exports	As % of total exports
1980	488,413	18.1	4.9
1981	1,014,825	32.7	8.3
1982	962,962	30.9	7.5
1983	1,439,628	37.8	9.6
1984	1,842,000	41.9	9.4
1985	2,253,187	—	—
1986	2,860,552	—	—

Moroccan fishing catch (DH 000)

	1980	1982	1984	1986
Coastal fleet	164,240	413,897	555,400	787,501
High seas fleet	260,000	524,620	1,146,400	1,654,903

Tourism

Better marketing needed

IN 1985 Morocco's hard currency earnings from tourists increased by 45 per cent to US\$610m, thus confirming the sector as the second largest earner of receipts from abroad after remittances from Moroccans working in Western Europe, which earned the Kingdom nearly \$1bn.

Despite an increase in receipts, last year proved somewhat disappointing as the figure for foreign visitors which reached 1.56m the year before dipped to 1.47m. Although the 1985 results were viewed in Morocco as somewhat exceptional the question remains—why has a country which boasts such a wealth of spectacular scenery, very fine traditions in architecture, cooking, crafts such as pottery, carpet weaving and wood carving not to mention music, failed so far to attract more tourists than Tunisia, its small North African neighbour whose scenery and traditions, however attractive, would be hard put to rival those of the oldest kingdom in the Muslim world?

Until the Treaty of Fes established the French and Spanish protectorate in 1912, Morocco was as closed and unknown to foreigners as Tibet. The country had been an independent kingdom since the arrival of Moulay Idriss, a grandson of the prophet Mohammed in the 8th century AD.

This independence has been fiercely guarded until the inevitable decline of a closed society that was reluctant to accept new ideas, led to growing foreign interest and at the

beginning of this century to colonisation.

Being cut off from the outside world did however offer the great advantage of preserving, far more than elsewhere in North Africa, old traditions.

The other side of the coin, however, is that until very recently Morocco has not been as successful at marketing itself abroad as might otherwise have been the case. Beyond the magnificent hotels built after the First World War (the Minzah in Tangier arguably the best hotel in Morocco), and the Mamounia in Marrakesh (both beloved by Winston Churchill) few hotels were built until after independence and today Morocco boasts only about 80,000 beds, that is less than in its other North African competitor, Tunisia.

The figure of 100,000 is due to be achieved in 1989 and 20,000 new beds are currently in preparation. The list of foreign funded projects looks impressive.

Last year the flow of visitors was hit by the side effects of Middle Eastern politics, notably the bombing by the US air force of the Libyan capital of Tripoli which more than halved the number of US visitors (down to 38,700).

The number of visitors from the Middle East declined by one third from the previous years figure of 230,000, a direct consequence of Morocco's decision to impose visas on all visitors from Arab countries, for reasons of security.

The number of European visitors increased by a modest 6.4

per cent to 1,223m. While the number of visitors from France, West Germany and the United Kingdom declined by 8,000, to 393,800 the length of their stay in Morocco increased. The number of Spanish visitors rose by 44.4 per cent to 288,000.

Whether this increase in visitors from across the Straits of Gibraltar is a temporary phenomenon is as yet uncertain.

Agadir alone which functions as a training institute in Tangier, per cent of all hotel beds in the Kingdom and 40 per cent of all foreign receipts from tourists.

According to Lamalif, a lively monthly publication based in Casablanca, the local hotel managers' travel agents and other professionals who gravitate around the sector were quick to diagnose the problem they confront.

The review quoted Mr Alami, the much respected director of the PLM-Dounia chain of hotels, as saying that over the years the services the hotels offered had not changed to take account of foreign tastes.

Local infrastructure had not been modernised, and maintenance of hotels was often a problem. The wonderful beaches were dirty. Night life was non-existent apart from some degraded forms of folk dancing.

Porters at the airport, taxi drivers and "guides" (that festering wound of some Moroccan cities) were so aggressive that they often put first-time visitors off.

Other visitors were turned back from hotels where they

Continued on page 7

Textiles and leather

High textile investment

FOR CENTURIES the word Morocco was synonymous with fine leather, so much so that in France, "Maroquin," the briefcase carried by ministers still means a ministerial portfolio. Yet by the time it achieved independence from France three decades ago Morocco had long ceased to be an exporter of significance.

Today, however, the Kingdom's leather and textile industry continues on a path of rapid growth, offering the best hope in the manufacturing sector for increased exports.

Clothing exports alone progressed by 28 per cent last year to Dirhams 1,670m, encouraged by the devaluation of the Dirham, a liberalised trade regime and duty free access to the French market for trousers and shirts. To consolidate this success the Moroccan textile sector will however have to overcome a number of problems.

Total turnover of leather and textiles goods amounted to Dirham 60m in 1986. By the beginning of last year, that figure was well over Dirham 8.5bn with about two-thirds of all manufacturing concentrated in and around Casablanca. Those families whose companies now dominate this sector remain low since the bulk of materials are imported. Many companies are sub-contractors supplying cheap labour to European manufacturers from France, Belgium and the Netherlands.

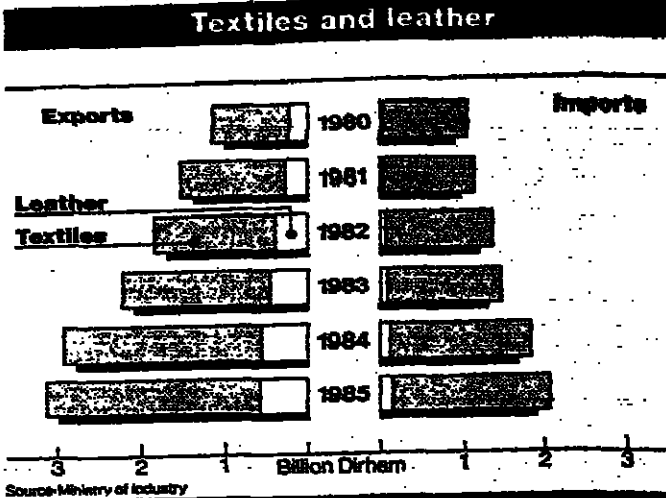
The most interesting feature of Moroccan exports, apart from its very heavy dependence on France which absorbs over half of all clothes and leather goods exports, is that many major European brands are turning to the Kingdom to sub-contract or manufacture under licence.

Christian Dior, Pierre Cardin, Louis Vuitton, Benetton, Cacharel, Daniel Hechter, Emilio Pucci and Emine have joined an ever lengthening list, proof enough that Morocco can manufacture high quality goods. Where leather clothes are concerned, Morocco now produces 600,000 pairs of shoes every year, fine clothes notably for Pierre Cardin and a mass of handbags, belts, purses and the like.

The leather industry is however having to face the constraints of spiralling raw hide prices, the consequence of the intermittent drought which hit the country between 1979 and 1984. Here again, the consequences were all the more keenly felt by the mass of small cottage industry-type companies whose size and lack of management make them particularly vulnerable.

While large tanning units now exist, much remains to be done for the domestic production of fabric and yarns are protected until next year by import restrictions but they often fail to match export prices and quality standards, a state of affairs which markedly reduces the net foreign currency income from the sector as a whole.

The level of investment in new textile factories and machinery remains high however. The PLM-Dounia exports alone, mostly from the EC and Japan running at US\$25m last year. This equipment will however require a much higher degree of maintenance, and hence better staff training than at present exists, than French—in other words



if productivity is to increase.

Another question which needs to be addressed surrounds allegations that families among cloth producers makes prices for the protected domestic market twice as high as world prices for equivalent stuff.

Ready-to-wear clothing accounts for the largest volume of exports but local added value remains low since the bulk of materials are imported. Many companies are sub-contractors supplying cheap labour to European manufacturers from France, Belgium and the Netherlands.

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getting to know the world outside Paris in place of a too restrictive view of the world.

EC quotas of duty free entry of Moroccan trousers and shirts, which were over 100m in 1986 have been increased by 20 per cent for 1987 and 1988 but the concentration on France (75 per cent of all Moroccan clothing and footwear exports) is potentially very risky. Outside the EC, Iraq and Libya which have traditionally been big buyers of Moroccan clothes are today less attractive while only a handful of companies have dared to take on the US market.

Some Far East companies have recently been investigating the possibility of using Morocco as a base to manufacture and export to the US thus avoiding the quotas under which they labour, but nothing concrete appears to have happened as yet.

The textile and leather sector also faces another problem, which is not unique to Morocco but is all the more keenly felt because of the dependence on imported raw materials and other inputs. Amid members are bitter about the delays in foreign currency disbursements by the central bank, Bank Al Maghrib.

Delays of up to 75 days make letters of credit more difficult to confirm and have resulted in some foreign suppliers cutting off their Moroccan clients. Since the end of the winter, however, exports have been allowed to discount their hard currency accounts through domestic banks to pay off their foreign suppliers. This is an expensive operation, which adds about 20 per cent to costs and also imposes detailed bookkeeping. That however may not be such a bad departure.

Morocco has today a viable industry which can grow further thus providing much needed jobs and earning foreign exchange. For this to happen however a number of challenges need to be met.

If they are, Morocco should be in a position to improve the current one to five ratio of textile and machines imports to exports and compete more effectively with other Third World exporters of clothes and leather goods.

The importance of this sector which accounts for virtually all of the Kingdom's consumer goods exports, and 17 per cent of all exports cannot be over estimated.

Francis Ghiliès

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MOROCCO 7

Foreign investment

Frustrations face investors

BY RIGHTS, Morocco ought to be a real haven for foreign investment. Labour is cheap and disciplined; the infrastructure is relatively well developed; the country is abundantly endowed with resources; and above all, it is close to the lucrative markets of Europe.

What is more, the Moroccan authorities have been attempting to capitalise on these natural advantages in recent years with what is, by the standards of developing countries, an extremely liberal policy on foreign investment.

Since 1983, when the country's current investment codes were introduced, a range of sectors from tourism to textiles has been open to foreign capital on the same basis as it is to Moroccan investors.

In theory at least, foreign companies investing in Morocco are entitled to repatriate capital and dividends without limit and they are exempted from a number of taxes and duties. Investment in tourism benefits from even more generous incentives.

Yet foreign investors have so far proved frustratingly slow to respond to all this official encouragement. From industrialised countries in particular—as opposed to the Arab world—capital is coming in at

the rate of a trickle rather than a flood.

To be sure, the foreign presence is rising, both in absolute terms and as a proportion of total investment. But the increase is from a low base, reflecting the depressed level of overall investment in recent years. Last year, according to figures from the commerce and industry ministry, a quarter of all industrial investment came from abroad.

Foreign investment in industry totalled DH 880m, compared with only DH 418m, or 16 per cent of the total, in 1985. Growth was particularly strong in food, which saw foreign investment rise to 10 per cent.

Nevertheless, there is little doubt that the figures are not as exciting as they could be. Why? One reason has to be a lack of promotion. Senior officials admit that the Government has not been assiduous in courting foreign investors in the past.

But there is a number of more fundamental explanations. Some would-be foreign investors may have hesitated because of residual doubts about Morocco's political stability. Others worry about the lack of clarity in the country's financial system, the highly personalised way of doing business, and the lack of statutory company

and rules.

Many foreign businessmen are still scarred by the experience of "Moroccanisation" in 1973, when the Government summarily decreed that companies operating in a variety of central economic sectors should be at least 50 per cent Moroccan-owned and managed.

The law caused a mass exodus of the French business community, as many of the top businessmen sought to sell their stakes in Morocco. Many of those who stayed found themselves in enforced partnership with Moroccans who had little business experience, and the companies suffered in consequence.

In recent years, the Government has sought to overcome the sour taste left by the Moroccanisation law, but it remains in effect across a large swathe of the economy, inhibiting foreigners from investing in some of the most potentially dynamic areas—fish canning, for example.

Only Moroccans are allowed to own agricultural land, a fact which is almost certainly limiting the amount of foreign interest in the country's food industry.

In any case, the performance of the Moroccan economy in the years after 1980—with drought

and recession—did not exactly inspire confidence, either within the country or abroad.

"People are consolidating their position after four very difficult years," said a leading accountant in Casablanca. "Foreign investors are taking a wait and see attitude."

Ministers and officials agree that foreign investors cannot be expected to place funds in the country if they do not see Moroccan nationals investing themselves. "The best form of promotion is the success of companies within the country," said one official.

"There's been a perception in the past that nationals were not investing," added a senior minister. The Government hopes that at least some of these reasons for caution have begun to disappear. The economy is looking a lot healthier. The Moroccan private sector is being encouraged to play a more prominent role and the authorities are talking seriously about professionalising and modernising financial structures.

There is little doubt of the Government's sincerity in trying to create a more favourable climate for the private sector. Ministers are comforted by the evidence that foreign investors are beginning to follow Moroccan

Sectors	1985		1986	
	DH000	% of all investment	DH000	% of all investment
Food processing	88,061	13	279,899	29
Textiles and leather	88,603	11	120,655	12
Chemical industry	149,837	21	231,625	29
Mechanical industries	108,505	27	210,500	40
Other	16,173	—	281,452	13.5
Total	451,179	16	880,320	25

Source: Ministry of Finance, Rabat

Foreign investment in the tourist sector			
Project	Value (DHm)	% capital from abroad	Foreign investor
Farah Maghreb Chain	800	94	CMKDG
Somako Hotel	200	50	Kowait
Kabliat	225	50	Spain
Sheraton	300	100	Abu Dhabi Fund
Forum International	1,510	100	Saudi Arabia
Masse Smir	140	100	Interdec
Cigtour	1,050	100	Portugal
Jet Tour	80	50	Jet Tour
Club Mediterranee	70	100	France
Euro-Arab Project	US\$400m	100	Norwegian-Arab
Matboult	800	100	Saudi Arabia/Spain

* Project under study, † Project agreed by Moroccan authority, ‡ Party completed, § Consortium Morocco-Moroccan Development.

Source: Ministry of Tourism, Rabat, June 1987

cans in putting money into the most vibrant sectors of the economy, such as tourism.

They can also draw some consolation from the thought that a new generation of Moroccans is growing up with far more knowledge of how the business world works.

Even taking account of these promising developments, however, there is another set of obstacles to investment which towers above all the others. It can be summed up in one word—bureaucracy.

Everywhere one turns, the complaint is the same: the pace of business is being slowed down, and often choked off altogether, by the requirements of one government department, or delays or corruption on the part of another.

Stories abound of companies which wanted to invest in Morocco but were put off or lost patience. There was the electronics company which wanted to set up a new plant in Tangier but was instructed to choose a site in El Jadida because that happened to be a minister's home town (the investment did not proceed and the minister in question was sacked).

Then there was the food company planning a powdered milk plant which was suddenly surprised by a demand that it pay 18 per cent VAT despite nominal exemption in the investment code.

Part of the problem stems simply from a plethora of regulations—often petty, and frequently quite opaque to the outsider. Detailed information on the rules is notoriously difficult to come by.

Businessmen find dealing with slow-moving bodies like the exchange control office, which has to approve any inflow or outflow of funds, tedious in the extreme. At a more fundamental level, would-be investors are baffled by the proliferation of government departments they have to deal with.

There has been talk once again in recent weeks of setting up a (one-stop) government office for foreign investors as some other countries have done—notably Tunisia. This would probably be centred on the minister for economic affairs in the prime minister's office and involve people from the private sector as well as representatives from other ministries.

It has to be said that there are powerful vested interests which may work against the success of any such system in practice. But foreign businessmen and diplomats are unanimous in affirming that unless the problem of an overwhelming bureaucracy is addressed, Morocco will never realise its full potential for investors.

Andrew Gowers

Expansion of tourism becomes priority

Continued from page 6

had booked months before by hoteliers for whom courtesy was an unknown commodity.

The same critics also noted that prices were raised by 20 to 25 per cent every year without any new corresponding services. The devaluation of the Dirham has provided a major boost to tourism in Morocco but there is little doubt that the low priority afforded to training hotel staff, and the often poor wages paid to most of them inevitably turns foreigners into easy prey.

But in towns, especially Marrakech, where living standards remain low the contrast between even an ordinary European tourist and the indigenous population inevitably creates difficulties. This is all the more true as about half the 600,000 inhabitants of the city depend directly or indirectly on tourism for their livelihood.

However, here as in other sectors of Moroccan economic life, progress has been real but the need for better organisation and long-term financing plans, more rigorous quality control, greater attention to training staff and more awareness of the changing face of European visitors are essential.

The investment code of 1983 allows very generous terms for foreign investors—100 per cent of the initial investment—and all profits can be repatriated in foreign currency. This law has attracted considerable interest.

Hyatt Regency has refurbished a major hotel in Casablanca and is now doing a similar job with the old Rabat Hilton. The Meridien Group is now associated with the running of the Salam chain, while Club Mediterranee continues to expand. Holiday Inn is expressing interest after having been absent for a number of years.

Neckermann, the large West German tour operator, has also shown interest. To date most foreign companies have signed management contracts but Club Mediterranee and Jet Tour of France and other international groups are now showing interest in investing in Kuwaiti and Saudi interests are prominent alongside Spanish ones in this new wave of foreign investment.

The projects, which are of interest to various Middle Eastern groups, notably the 15,000 bed "Baie de Tanger" appear very ambitious. In Tangier

today there exist 12,000 beds and doubling this capacity seems over ambitious, Moroccan officials say.

Another senior Moroccan official who is not shy in his criticism of the tourist sector is the Director General of Royal Air Maroc, Mr Bekouar. He argues that nothing is done to entertain tourists, notably where sports and cultural festivals are concerned—youthful visitors fare even worse than adults. Marrakech it is true does have a remarkable "dance and music festival" every June but there is little else. The rencontres culturelles d'Asilah—a small whitewashed coastal town south of Tangier—now runs a yearly meeting of cultures under the aegis of its very active mayor and MP who is also Minister of Culture.

But very many monuments remain virtually inaccessible—most of the palaces of Fes, Tangier and Marrakech—and many "museums" (annual celebrations of local saints or holy men which give rise to horse parades dancing and singing) are unheard of outside Morocco.

Few visitors know that between Salé and Rabat, on the edges of the Bou Regreg some very fine old styles of pottery can be bought and that fine clothes, modern and classical can be bought in the country. Names of modern painters such as Ahmed Cherkaoui whose paintings are keenly sought in Europe and the US are not deemed worthy of mention to foreign visitors.

Yet many tourists crave a greater knowledge and understanding of the country as the number of excursions they take suggest. The need to upgrade the quality of visits to historical monuments, explain Moroccan history otherwise than in clichés, attempts to show foreigners genuine Moroccan singing and dancing and avoid the cheap tourist displays so common in Marrakech remain paramount.

The fact that many professionals in this growing sector are aware of how difficult and complex the issues they face are a reassuring sign. Recently Mr Mekouar said that tourists could become Morocco's equivalent of crude oil. That is certainly true but the Moroccans should reflect on how much of Middle Eastern oil wealth was wasted.

Francis Ghiles

Profile: Société de Fabrications Radioélectriques Marocaines

Favourable labour rates

MOROCCO MUST be one of the least likely places to find a plant putting together semiconductors. It has no indigenous computer industry and a workforce with limited technological skills.

Yet Thomson, the French electronics group, has been running its operation in Casablanca for the last 13 years. The semiconductor assembly plant, owned by Thomson affiliate Société de Fabrications Radioélectriques Marocaines and employing 1,400 people, is one of the biggest foreign-owned establishments in Morocco and among the country's top exporters.

It is also a prime example of subcontracting, in which a foreign multinational takes advantage of cheap Moroccan labour to carry out jobs which have simply become too expensive at home. Such arrange-

ments are relatively common in the Moroccan textile industry. But SFRM's youthful director, Mr Guy Leonard, believes Morocco could do a lot more of this type of business across a wide range of activities if only the country's bureaucracy were less cumbersome.

"It could be seen as a surprising thing to go to Morocco," he says. "But we have simply done the same as many other semiconductor manufacturers—move to where the labour costs are low. I believe Morocco could attract many industries from Europe that have heavy manpower costs."

The calculation is simple. To employ a woman operating a machine in Morocco costs one-tenth of the rate in France. Mr Leonard reckons it is worth moving if labour accounts for more than 20 per cent of the total cost.

Thomson has in fact been in Casablanca since 1982, but it only started making semiconductors there in 1974.

In many ways the plant operates as an integral part of the Thomson network in France, and will continue to do so within the United Semiconductors joint venture now being set up by Thomson with SGS of Italy. Parts are imported from France, and all the products go by air to Thomson operations at Tour or Aix-en-Provence, though 75 per cent are re-exported from there. None the less, the plant generates an estimated DH 140m (\$16.75m) a year in added value for Morocco.

Mr Leonard has many grumbles about the rules and regulations. He has had to import the equipment in the plant and even the materials it uses on a temporary basis to avoid punitive duties. There are cumbersome

restrictions on hiring and firing, and limits on the shifts the factory is supposed to work. The management lives with the constant worry of being found to have slipped up. Mr Leonard is only too aware of how much worse things must be for operations without SFRM's experience and local clout.

Yet there is no doubt that the labour rates—taken together with the relative quiescence of the workforce—are major attractions. Skill is also no problem, even if the technical know-how is not there to go much beyond an assembly operation.

Now that Thomson is embarking on its joint venture with SGS, Mr Leonard's ambition is to attract more investment for assembly and test operations and he is out to show that his plant can be cheaper than the other nine in the merged group.

Andrew Gowers

الشركة الوطنية لصناعة الحديد والصلب

SOCIETE NATIONALE DE SIDERURGIE

Kingdom of Morocco

THE NADOR STEELWORKS

The State Steel Company SONASID was created in December 1974 with the main objectives of studying, implementing and operating steelworks.

The implementation of the long products works was started with the installation of a rod and bar mill, the latter is a 2 strand high precision mill built by DAVY McKEE SHEFFIELD.

Products rolled are to very high tolerances in the range of 5.5 to 25mm in diameter in qualities suitable for all wire products and concrete reinforcing bars up to high tensile grades.

The 420,000 t/a mill contract was awarded to DAVY McKEE in April 1981 on a turn-key basis and in addition to the manufacture, supply and erection of the installation, DAVY were responsible for the training of the SONASID workforce, the provision of technical assistance during the early months of operation and the supply management systems to control the works operation.

This is the largest contract ever signed



SONASID S.A.

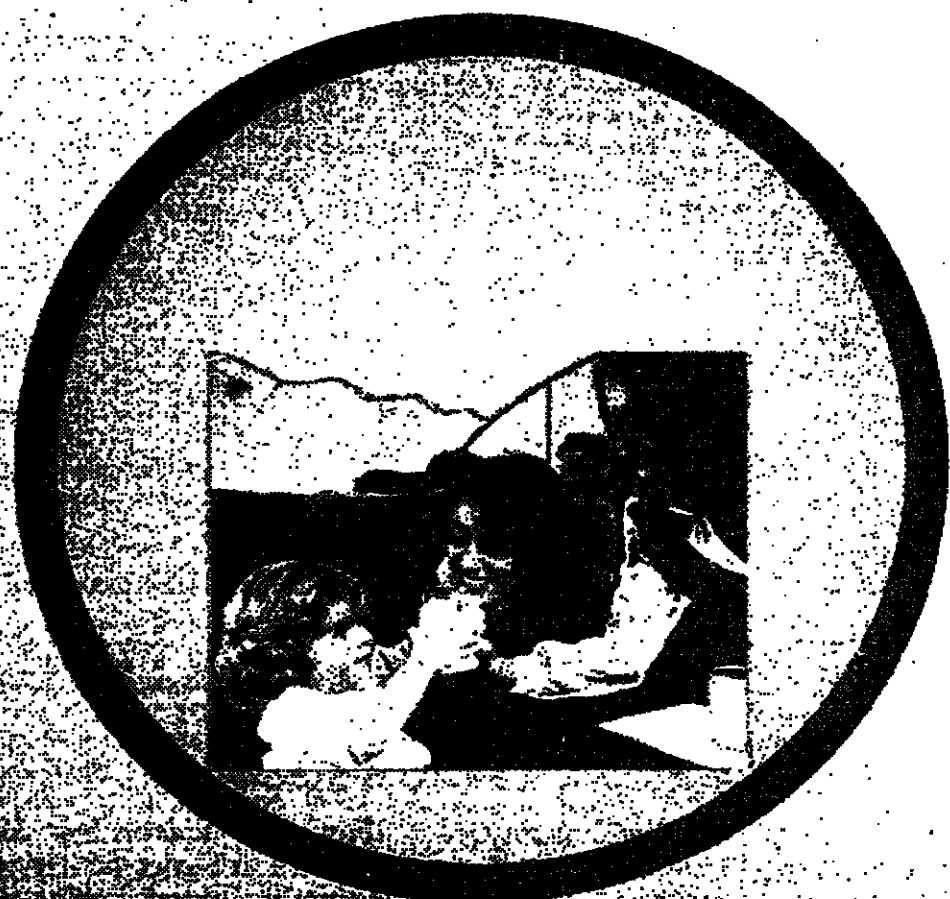
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between a Moroccan company and a British company. It was a 75 million pounds contract (in terms of 1981 monies). Substantial help from the UK Government to Morocco and to SONASID made this operation possible mainly by providing adequate finance on the long term as well as the allocation of an important grant. Such an operation could not but consolidate economic and technological relations between the two kingdoms.

Also W. S. ATKINS and Partners of Epsom assisted SONASID in the control of design and the supervision of the erection work.

Production came on-stream in March 1984 and the plant now being operated solely by the SONASID workforce is performing very satisfactorily.

The mill is being supplied with steel billets imported mainly from the E.E.C. Countries. Such a solution is however considered to be only temporary and SONASID is exploring possibilities (technical and financial) for the integration of the plant by the implementation of the necessary installations to produce billets locally.



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الخطوط الملكية المغربية

MOROCCO 8

El Aaiun

A boom town in the Sahara dunes

IF TANGIER IS Morocco's neglected town, then El Aaiun—capital of the Western Sahara—must be its favourite young daughter. Since taking over the area nearly 12 years ago, King Hassan's government has been pouring millions of dirhams into the four Saharan provinces. Per capita public spending in and around El Aaiun is almost certainly far higher than anywhere else in Morocco. The visible result is a building boom the like of which the country has never seen. In the mid-1970s El Aaiun was a miserable and impoverished outpost of Spanish colonial rule, a shanty-town of at most 25,000 inhabitants in a depression among the shifting Saharan dunes.

Today the number is more like 100,000, and the place has taken on the air of one of the expanding Arab coastal towns in the 1960s. At every corner, the cement mixers churn and the pneumatic drills thud as new housing blocks spring up to replace the squat white desert dwellings.

Officially, nearly 60bn have been invested in new schools, hospitals, jobs, roads and houses since 1976 in the province of El Aaiun alone.

In fact, total expenditure may have been as much as double that, given that many projects have been carried out by soldiers drafted in to defend the south and east of the territory from Polisario guerrilla attacks. And despite national policies of austerity, this is one area which seems certain to escape any tightening of the purse strings. Subsidies for everything in the Sahara from food to fishing boats are more generous than elsewhere. Petrol, for example, costs only 60 per cent of the price in the north and flour is reduced by more than half. Minimum wages are 85 per cent higher. There are absolutely no taxes.

The official explanation for all this largesse is that El Aaiun and its neighbours needed a heavy injection of funds in order to catch up with the level of development and social provision in the north.

The El Aaiun governor, Mr Saleh Zemaï, who comes from the northern Moroccan town of Beni Mellal, says, "This is not a political investment. This is an economic and social investment."

It could be argued that in some ways El Aaiun has already overtaken other parts of Morocco. In how many other places, for example, is it possible to speak realistically of the



King Hassan at prayer in the mosque at El Aaiun

imminent elimination of shanty-towns?

There is, of course, more to the strictly humanitarian King Hassan himself underlined the political importance of the region when he paid it a triumphal visit in 1985.

Spending on the Sahara is a strategic imperative for Morocco, both in order to reinforce its own physical presence and what it regards as its national integrity, and to secure the hearts, minds and pockets of the local Saharawi population in the face of the war and of continuing international disapproval of Morocco's sovereignty claim.

In 1975, he it remembered, a United Nations mission to the region found that Saharawis favoured independence rather than Moroccan rule. Since then, the UN General Assembly has voted repeatedly in favour of local self-determination.

The issue has long been deadlocked as a result of disagreements between Morocco and other parties to the dispute over terms for a referendum in the Western Sahara. Much to its annoyance, the local administration in El Aaiun still receives messages from around the world addressed to the leaders of the Saharawi Arab Democratic Republic, the Polisario "government-in-exile".

Today, evidence of opposition to Moroccan rule cannot be seen. But diplomats who pay regular visits say it is their impression that the region is tightly controlled by the Moroccan

phosphate monopoly OCP—

aims to produce between 1m and 1.2m tonnes of the mineral this year and to step up output to 4m tonnes by 1991.

• Agriculture. Unlikely as it may seem, the Western Sahara now has a significant livestock industry—thanks to generous Government subsidies for the importation and feeding of camels and cows.

The region's camel herd was sharply reduced by the Sahelian drought of the early 1980s, but it is being rebuilt through the importation of beasts from Mauritania and Senegal, partly in order to provide a more profitable existence for the nomadic Saharawis. The region is even exporting camel meat to the north.

• Fishing. This probably offers the richest potential for earnings and jobs, since the sea off the long Saharawi coastline is exceptionally well stocked with surface and deep-water fish and cephalopods such as squid.

The local industry has, however, scarcely begun to develop beyond a few hundred small-scale fishermen with outboard motor boats and without a proper marketing organisation. All this is about to change.

There are ambitious plans to expand the port close to El Aaiun and to construct a market and cold store building, an ice-making plant and a fishmeal factory.

One problem for the development of a fishing industry is that it has so far been difficult to interest land-based Saharawis in taking jobs involving the sea. Officials hope to change that by training and education over time.

• Tourism is another area with large though untapped potential. El Aaiun has several good hotels, two of them managed to five-star standards by Club Med, and it plays host to parties of day-trippers from the nearby Canary Isles.

Officials also point hopefully to the Sahara's deposits of iron ore and oil shale, though they are realistic enough to acknowledge that neither is exploitable commercially at current prices.

Studies have been made into the possibility of generating hydro-electric power by channelling the ocean to a part of the region that is below sea level. There is even a scheme to sell Saharawi sand in order to replenish eroding beaches in the Canaries.

For the moment, though, the motor for the local economy is likely to remain the public

Andrew Gowers

A guide for the business visitor

The country and the climate MOROCCO lies on the north-west corner of Africa, three hours' flight from London. It is the oldest kingdom in the Muslim world, the present Alaoui dynasty having been in power for more than three centuries.

The climate varies considerably, from the northern coast, which is Mediterranean, to the old imperial city of Marrakesh at the foot of the High Atlas mountains, which is a favourite winter resort for Europeans and boasts dry temperate winters and very hot summers.

Along the Atlantic coast, the temperature is usually mild and often very damp, especially at night and during the winter. Morocco has various mountainous ranges, the highest peak, Jebel Toubkal, being more than 4,000 metres high.

The deep south of the country is true desert climate—more pleasant to visit in winter than summer. The resort of Agadir attracts all year round. Most of Morocco's 23m people are of Berber stock and speak Arabic. French is commonly spoken, except in more remote country areas.

Getting there

MOST MAJOR western air companies fly to Morocco. British Airways having started to serve Tangier and Casablanca last year. Visas are not required for UK citizens but it is best to check for other European nationals as requirements can change. The Dirham currency cannot be bought outside Morocco.

Business hours

MOROCCAN companies and administrations work a five-day week, from Monday to Friday, with a slightly longer lunch hour on Friday to allow for those who wish to pray. During the Ramadan fast, which lasts one month, it is best to avoid travelling to Morocco. In winter, hours of business are 8-12am, 2-6pm; in summer (end-June to end-September) 8-4pm.

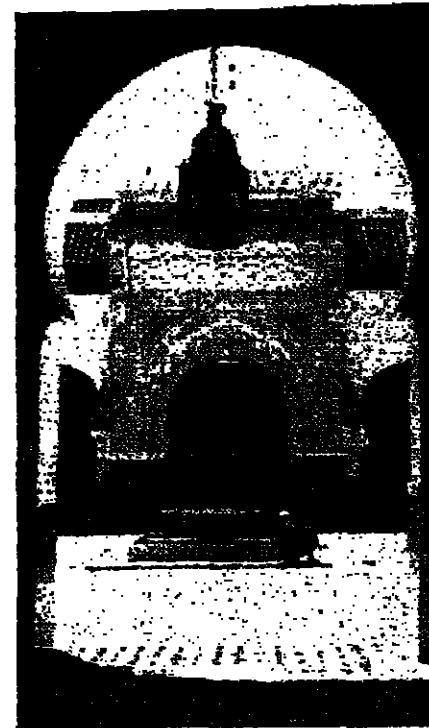
Car hire

CARS ARE easy to rent at major airports and hotels, but do not expect them to be in perfect condition. It is worth shopping around, as many new companies have started up recently. Roads between major towns are good but usually fairly narrow.

Hotels

HOTELS in general are cheap, and easy to find. However, the state has, in recent years, turned out the management of most hotels to the private sector, while international groups are taking over a number of well known establishments: the result is that a number of 4/5 star establishments probably deserve to lose at least one star.

In Rabat, the Tour Hassan (Tel 21401, TX 31914) is quiet and comfortable, but service is often indifferent and there is no direct dialling from the room. The Saffir has direct dialling but very mediocre food—it is also very noisy, as it sits on a major road, but boasts a lovely view across the Bou Regreg river which runs between Rabat and its twin town of Sale. Casablanca has a rather expensive Hyatt Regency, a second rate Saffir and three other very good, new and unostentatious hotels: Idou Anfa, Les Almohades, Tel 220505, TX 24927) and especially El



The Karamoune University, at Fes

Kandara (Tel 261560 TX 23674). The third offers excellent service and food and is altogether very good value for money. On the "Comiche", along the beaches just south of the city, is the very attractive Riad Salam (Tel 363535).

A very good chain of hotels when travelling in Morocco is the Douala-PLM; or you could choose the Salam hotels, which are associated with the French Mediterranean group. Avoid the Hotel Suisse at all costs.

In Marrakesh, the world-famous Mawlamia underwent refurbishment in the early 1980s which was not a success. The El Saadi (TX 72042) and Palais Badia (TX 72038) are very attractive five-star hotels. In Agadir, you will probably enjoy the Atlas (Tel 23232, TX 21867) which looks on to the beach, or Europhotel (Tel 21212, TX 81632). Between the two towns, in the southern foothills of the Atlas mountains, Taroudant boasts one of its favourite establishments: the Gazelle d'Or, set in the old walls of the town amidst attractive gardens. In late winter, when the almond trees are in flower, Taroudant is a dream.

Farther north, in Fes, the Palais Jamel provides truly wonderful views over one of the muslim world's best preserved cities. The hotel has style and service is excellent. The Hotel de Fes (Tel 25002, TX 51988) is also worth staying at.

In Tangier, the Minzah (Tel 35885) can probably claim to be the best hotel in the kingdom. The lovely old Spanish-style buildings, full of old furniture and paintings of British 19th century adventurers, is set in beautiful gardens overlooking the town and bay of Tangier. Service is understated, and the whole atmosphere has an indefinable "Britishness" about it. The cooking, however, is truly Moroccan and French, and excellent.

Tangier

'A paradise for the beautiful people'

ONCE UPON a time, and a long time ago at that, Tangier (no one who really knew it ever added that final "s") was the place to holiday. The climate was idyllic, the food passable, the natives friendly enough—considering they had had foreigners poking their noses in since the time of the Phoenicians, seven centuries before Christ.

The English, of a certain sort, made it their hideaway for many years. They populated the shady side of the mountains with their comfortable houses and spreading gardens, looked at the magnificent view across the Straits of Gibraltar and put their feet up.

When they died, their remains were buried in St Andrew's, the Anglican church next to the bank. Mrs Ethel Waller who, as her plaque tells visitors, led the singing in the church for 24 years and died in 1921, was one of them.

Pottering about in the rambling garden of his 200-year old Moorish house, the Hon David Herbert, paused in front of a soup-plate sized yellow hibiscus to reflect on the city's fortunes since the end of the balcony.

"Well, we were very low for a long time," he said. "Tangier is just beginning to come up again now."

But it wasn't just the British by any means who gave this raffish port on the tip of the African continent the reputation for glamorous living it enjoyed in the years between the wars. Self-governed, Venetian-style, by a council of foreign consuls, Tangier has always been more cosmopolitan and open to outside influences than other parts of Morocco.

Even the Americans have made it a home for longer than any provincial official in Tangier today can remember. Not that Washington has forgotten. The Old American Legation, a respectable merchant's house that Sultan Moulay Suleiman gave to President Monroe in 1821, lays proud claim to being the only US national monument outside the 32 states. Old Glory is still tacked to the wall, next to oils by some of its expatriate countrymen, but the diplomats moved out some years ago.

The late Barbara Hutton, the American heiress and socialite, used to spend her summers in Tangier, and Ezra Pound, it is said, was headmaster for a time of the rather good American School, though what inspiration the city had on his poetry is not totally clear.

Carrying on the tradition, Malcolm Forbes, multi-millionaire owner of Forbes Magazine and ballooning fanatic, has transformed an exquisite little palace over the sea into a museum for his collection of lead soldiers; while Paul Bowles, the reclusive author of the novel "Mourning Dove", is developing an international cult following, still lives and writes in the town.

At the grand old Minzah Hotel in the city centre an incongruous figure of uncertain age decked out all in canary yellow, is holding court. "Positively all the beautiful people come down here for summer," Momy gushes. "It's a paradise!" A regular member of the royal entourage, the Spanish-born Jew and bon vivant, seemingly on first name terms with all the pretty girls in town, is Tangier's pet eccentric.

Evoking the past in a place like Tangier is not difficult. It is much harder to evoke a credible vision of the future. The once bustling port has slipped down the national ranking to a lowly sixth or seventh spot in terms of tonnage moved; the ferries to Europe are moving away to the more efficient service provided by the nearby Spanish enclave of Ceuta. Nor has the industrial park for light manufacturing on the city's outskirts been a great success.

If it were not for one enterprising Eritrean family, unemployment would be even worse than it is today, adding to the shanties clinging to the massive walls of the old port. What has kept the local economy alive these long years since the great exodus of the foreigners, those in the know whisper, has been a business that officials prefer not to mention: smuggling. While hashish is smuggled from the nearby Rif mountains, an important marijuana growing area, to Europe and the US, consumer goods of all description are smuggled in from Ceuta.

The new Governor sent by Rabat talks plausibly of the ci-

Eating out

WHEN it comes to food, Morocco offers any number of good restaurants and some quite outstanding ones. You can safely stop by the roadside and eat "taftas", skewers of meat sprinkled with saffron. Casablanca boasts four first class restaurants, and there would be little point in trying to say which is the best: all four offer very fine French cuisine: 7M Petit Rocher (Tel 361195), Le Casablanca (Tel 362112), Le Casablanca (Tel 363285) and Le Mer. More modest establishments include: Port de Peche (Tel 22 0561) and Chez Pierre and Brasserie Bouwalee (Tel 311760).

In Rabat, Les Martinets (Tel 52044) is outstanding, a quarter of an hour's drive from the centre of town. L'Espresso (Tel 71108) is nearer, while the very central La Mousse (Tel 67322) offers excellent grilled meat.

In Marrakesh, Dar Morjane is run like a private Moroccan house—complete with old-style music. The atmosphere here can be quite enchanting. The French co-founder of this restaurant has recently opened another establishment which I have not yet had a chance to visit.

Arts and crafts

THE VARIETY of crafts in Morocco remains very great: carpets are plentiful, although the wool they are made from is not always of good quality. Pottery from Safi and Fes can be found in the Habous district of Casablanca, or in Rabat at the Poteries de la Rabat. Rabat also has a good Centre d'Artisanat near the Yacht Club. Excellent leather goods can be found in many shops, or you can ask advice in hotels as to the nearest factory.

Morocco has a number of very interesting modern painters, whose works are increasingly sought after in France and the US. Art galleries in Casablanca are many. Fine carpets and are not difficult to find in the 'Habous', or in Rabat. Old jewellery is more difficult to find, much of what is on offer being fake. Major companies sometimes purchase art, but unfortunately are closed to the public, the Office Chiffren Des Phosphates and the headquarters of the private Banque Commerciale du Maroc are well worth a visit—if you can find a way of being invited. In Rabat, you could visit Safi El Rouch.

Economics

FOR ECONOMIC information about Morocco, outside specialised publications like the Banque Marocaine du Commerce Extérieur's monthly bulletin, the employers' federation edits a weekly brief Cedies. In the press, the beginnings of a professional approach to writing about economic and financial affairs is to be found in L'Opinion, the newspaper of the Istiqlal party—a team of six journalists edits a weekly economics page, which can be very rewarding.

Books to read

AS AN introduction to Morocco, John Waterbury's Commander of the Faithful, unfortunately out of print, remains as good a description of the monarchical system as any. Gavin Maxwell's Lord of the Atlas is a good account of the cruel Glaoui, who ruled Marrakesh between the first world war and his death in the 1950s. Le Feilish Moroccan, Défenseur du Trône, by Remy Laveau is also very thorough.

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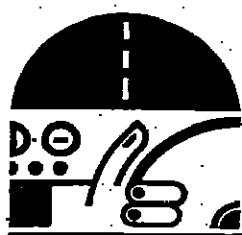
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MOROCCO
The Longest Summer

SECTION IV

FINANCIAL TIMES
SURVEY

Japanese gains in the light commercial market have contributed strongly to their 16 per cent share of Europe's total commercial vehicle sales.

European makers are divided on the best response but an increasing number of joint arrangements seem likely. **Kenneth Gooding**, Motor Industry Correspondent, reports

Lack of unity over strategy

VOLKSWAGEN'S agreement to build Toyota one-tonne pick-up trucks in West Germany spotlights the disunity which prevents the European motor industry developing an effective strategy to deal with the Japanese challenge.

The Japanese manufacturers have made considerable headway in the light commercial vehicle sector as well as in the car markets and last year captured more the 16 per cent of Western Europe's total commercial vehicle sales. The Europeans and the two US multi-nationals have reacted to this situation in different ways. VW is taking a commercially pragmatic approach, as its latest move shows.

News of the VW-Toyota deal particularly dismayed the French who see it as yet another example of a European company providing a Trojan Horse for the Japanese to wheel through France's carefully-erected protective barriers.

Renault's new chairman, Mr Raymond Levy, is particularly upset about the VW arrangement. As a newcomer to the industry he is dismayed at the

West German group's apparent lack of consistency.

For the announcement about the Toyota deal came very shortly after the European Community vehicle producers hammered out and put to the Commission a united approach intended to hold back further Japanese growth, for the medium term at least.

The manufacturers, including those from West Germany, suggested that the Japanese should be encouraged to hold their Japanese growth, for the medium term at least.

According to the European industry, that would provide firm evidence that the Japanese had at last really opened their domestic market to car imports and had torn down some of the non-tariff barriers.

Mr Levy feels that, by helping Toyota produce pick-up trucks in Germany, VW is failing to live up to the spirit of the European industry's agreement.

On the other hand, Mr Carl Hahn, chairman of VW, believes

the deal with Toyota not only to be commercially sound for both companies but also to be politically timely.

He points out that the arrangement will help cut imports of built-up Japanese vehicles to the Community and thus have a favourable impact on Europe's motor industry balance of payments deficit with Japan.

So far the French are the only members of the Community to steer clear of vehicle production arrangements with the Japanese.

Even the Italians, whose market is highly-protected from built-up Japanese imports, provided some help when Alfa Romeo, then state-owned, joined Nissan, second-largest of the Japanese automotive groups, in a joint venture to build small cars in Italy. This did not go well and a four-wheel drive utility vehicle was to have replaced the car. But this scheme has been dropped now that Alfa Romeo has been bought by Fiat.

The UK government also encouraged the Japanese to use Britain as a European base for car production. As a result Nissan is building a major car plant

in NE England while state-owned Austin Rover is making cars for Honda to sell through the Japanese group's dealer network.

In Spain, the Government also welcomed Japanese inward investment. Among other things, this resulted in Nissan taking control of Motor Iberica which now builds the Vanette small van and the four-wheel-drive Patrol. Iberica is still losing money but already has overtaken General Motors in Western Europe's medium van sector.

Meanwhile, Suzuki has acquired a 17 per cent shareholding in Land Rover Santana, the Spanish company 33 per cent owned by the UK's Rover group. Santana is building small four-wheel drive Suzuki vehicles for distribution throughout Europe.

As for the West Germans, VW was not the first to do a commercial vehicle deal with the Japanese. Daimler-Benz is to produce medium vans in co-operation with Mitsubishi at Mercedes-Benz Espagna.

Daimler's Spanish subsidiary needs medium vans of the type the German group does not produce—those incorporating car components—to keep its com-

mercial vehicle dealer network in Spain completely healthy.

The vans will also be exported to most European markets, but not to the UK because no right-hand drive versions are planned.

Daimler had no means of producing volume vans which use a high proportion of car components—it does not make the right type of cars for that business—without a link with another company. For various reasons including the strict anti-Cartel legislation in West Germany, a co-operative venture with another European group seems to have been out of the question.

In any case, like VW, Daimler feels that no harm can come from having connections, even very tenuous ones, with a major Japanese vehicle producer. Who knows where these German-Japanese relationships might lead in the future.

The US multi-nationals are also giving the Japanese a helping hand to sell light commercial vehicles in Europe. Ford is importing a light van from its 25 per cent-owned associate Mazda in Japan to fill out its range in those European markets where Japanese vehicles are not

covered by restraint agreements.

General Motors, the world's largest automotive group, has been using its Bedford subsidiary in the UK to build micro and mini-vans based on designs supplied by Suzuki and Isuzu respectively.

The US group now has decided to use Isuzu, in which it has a near-40 per cent shareholding, to develop future medium vans for Europe as well. It is in the process of setting up a new company to take over the UK van business in which Isuzu will have a 40 per cent stake and "play a major role."

The proposed joint-venture echoes a previous deal with Isuzu, one which opened up the strong, pan-European dealer network of Opel, GM's West German car subsidiary, to the Japanese company's commercial vehicles—including the all-wheel drive Trooper.

The value to the Japanese of all these arrangements is tremendous. Light commercial vehicles share many components with cars and are often produced on the same assembly lines. Their production allows the high cost of engines, transmissions, axles, floorpans and

so on to be spread across a much higher output than for cars alone.

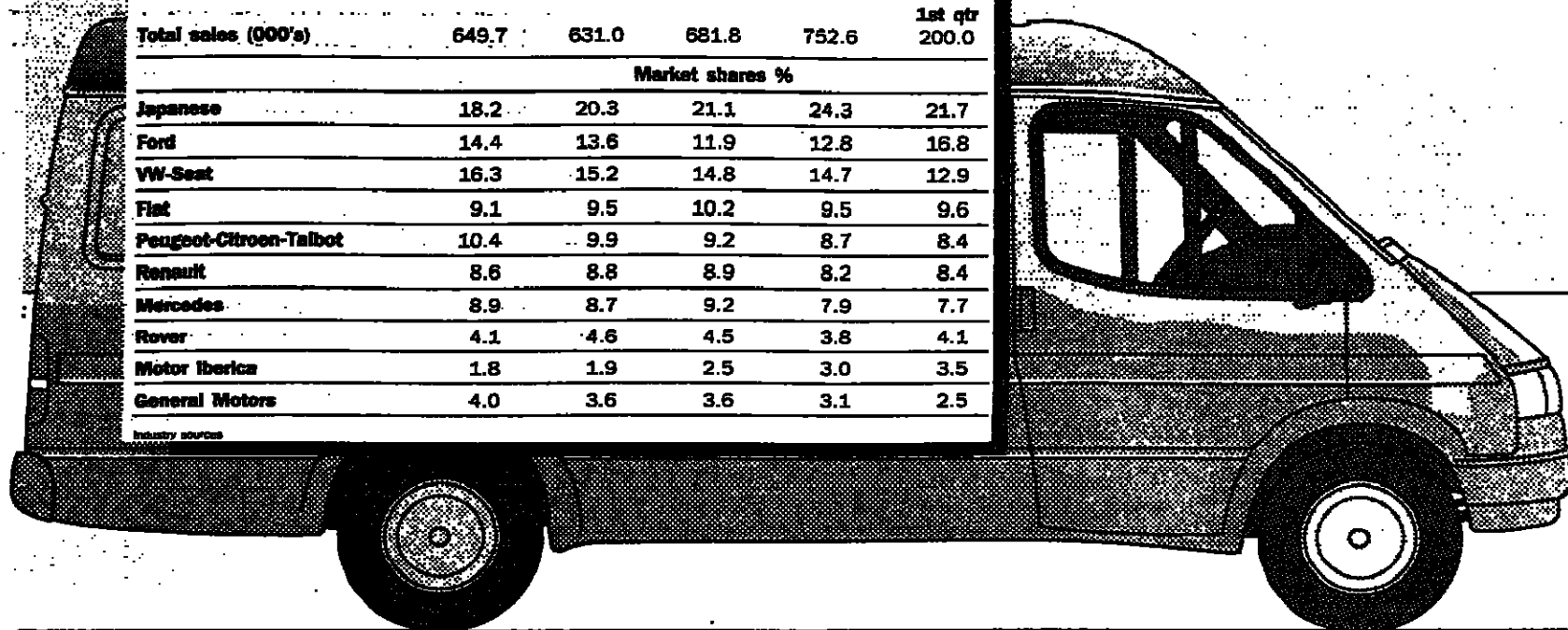
Light commercial vehicles can be sold and serviced adequately by car dealers and can be used to give dealers something to sell in those many markets in Europe and the rest of the world where protectionism makes the Japanese wary of taking their penetration of car markets too far.

Some European producers also benefit from having thriving light commercial vehicle operations. Mr Christian Martin, Renault's export director for Europe, for example, says that light commercials are extremely important for his group and its dealers. Renault's European dealers sold 243,000 light commercials in 1986, equivalent to the output of an average-sized car plant.

Mr Jacques Calvet, chairman of Peugeot, too, is convinced about the need for his group to maintain a strong position in the sector. Peugeot and Fiat have a joint van plant in southern Italy and Mr Calvet promises that his company will give the venture all the financial support it needs when the time comes to replace the current range.

Western Europe's medium van market

	1983	1984	1985	1986	1987 1st qtr
Total sales (000's)	649.7	631.0	681.8	752.6	200.0
Market shares %					
Japanese	18.2	20.3	21.1	24.3	21.7
Ford	14.4	13.6	11.9	12.8	16.8
VW-Seat	16.3	15.2	14.8	14.7	12.9
Fiat	9.1	9.5	10.2	9.5	9.6
Peugeot-Citroen-Talbot	10.4	9.9	9.2	8.7	8.4
Renault	8.8	8.8	8.9	8.2	8.4
Mercedes	8.9	8.7	9.2	7.9	7.7
Rover	4.1	4.6	4.5	3.8	4.1
Motor Iberica	1.8	1.9	2.5	3.0	3.5
General Motors	4.0	3.6	3.6	3.1	2.5



Vans and Light Trucks

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While the Europeans mainly confine themselves to their domestic market, in the 1970s the Japanese crushed all competition in the Far East. They have pushed deep into the North American market, capitalising on the huge demand there for pick-up trucks which are frequently used as substitutes for cars.

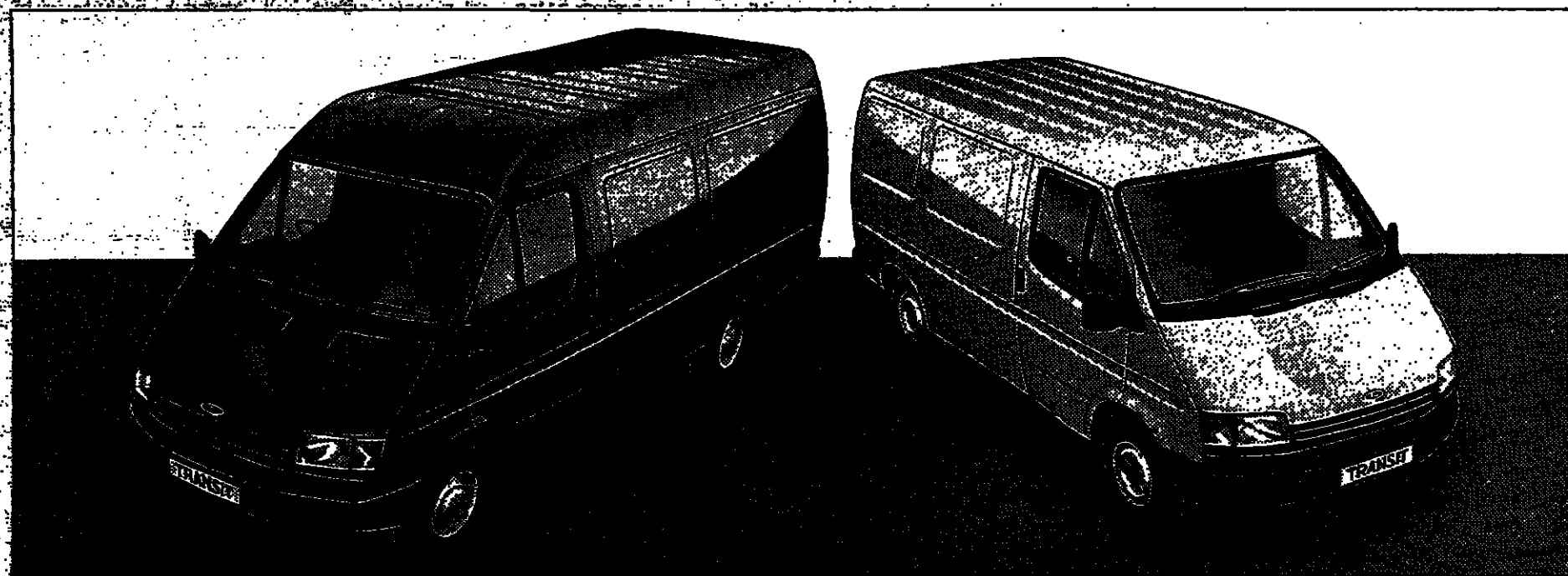
In doing so the Japanese shrugged off a major protectionist measure, implemented in 1979, when the US Treasury imposed a 25 per cent tariff on imported light trucks.

This was mainly in response to union pressure because the three major automotive groups—GM, Ford and Chrysler—were all importing small pick-ups from Japan and selling them with their own badges through their own dealer networks.

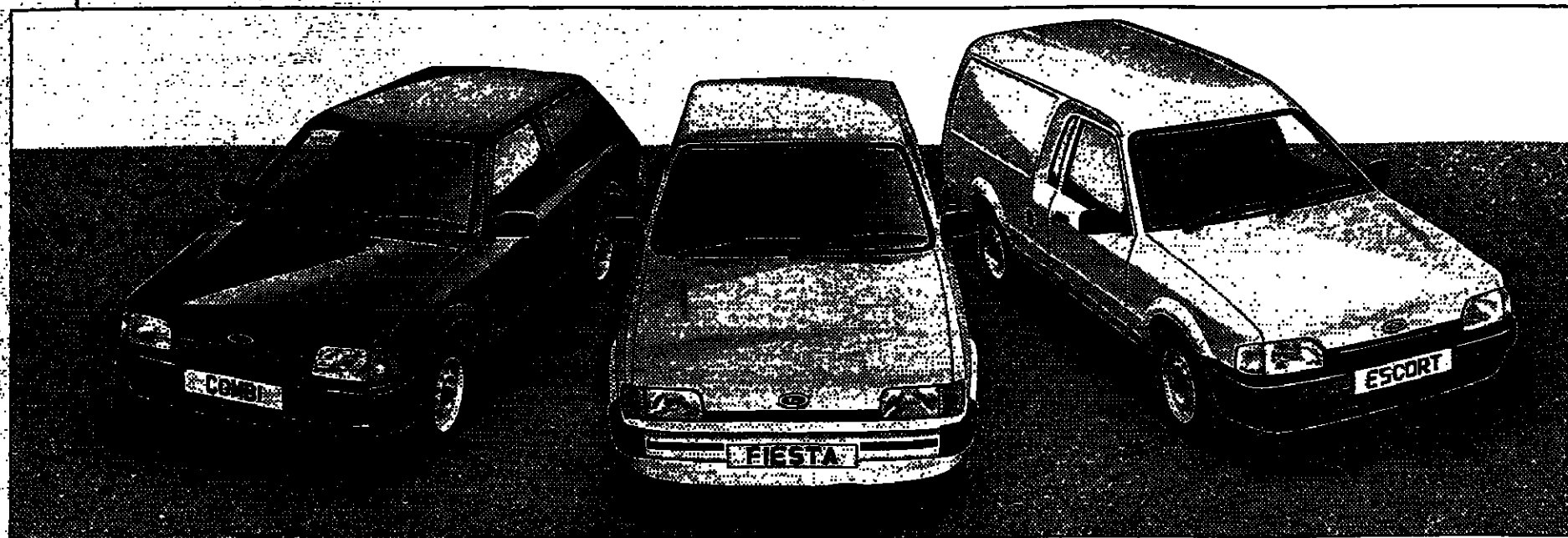
Partly as a result of the tariff, both GM and Ford launched their own, US-built, smaller pick-ups and Nissan set up its pick-up assembly plant in Tennessee.

Even so, Japan's output of commercial vehicles—most of them vans and light trucks—reached a record 4.54m units in 1986 and last year fell back only 3 per cent to 4.4m. Of these about 257,000 were sold in Western Europe and \$97,000 in the US.

The London-based DRI Europe group forecasts that by the 1990s the Japanese will take 40 per cent of the medium van business in Western Europe. DRI predicts that two elements in particular will extend the Japanese penetration. Firstly, they will make more vans at their own European factories. Secondly, in response to their own falling market shares, the Europeans are likely to look for ways to reduce the cost and investment needed for new van range and will use Japanese vehicles to do so, either by importing them fully built-up or by producing Japanese-designed vehicles.



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VANS AND LIGHT TRUCKS 2

Medium Vans

A process of restructuring

IT IS a time of restructuring and increased competition among companies in the European medium van sector. The competitive scene has changed now that Ford's new Transit, the replacement for the vehicle which was the best-seller in the sector, is in full production and the US group is clawing back lost market share.

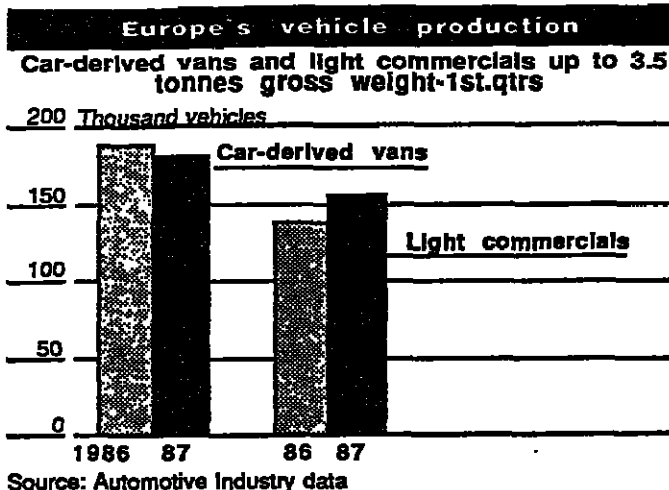
Restructuring is mainly centred on the UK. First, Daimler-Benz of the Netherlands acquired Freight Rover, the Sherpa van business, from the state-owned Rover group. Then General Motors revealed it hoped to hand over responsibility for its Bedford van operations to a joint company in which its Japanese associate, Isuzu, will play a major part.

GM says new working practices are necessary to put into effect and negotiations with the unions did not go smoothly. GM threatened to close the Bedford van activities completely if the Isuzu scheme fell apart because it cannot afford to continue subsidising the losses, claimed to be running at £500,000 a week.

GM already has quietly stopped production of the CF medium van, launched in 1983 and recently looking its age in spite of a facelift four years ago. The change in Freight Rover's ownership came as part of the deal whereby Rover transferred most of its commercial vehicle operations, including Leyland Trucks, to Daimler-Benz for 40 per cent of the enlarged Daimler-Benz company.

Mr Aart van der Pijl, Daimler-Benz president, promised his company would spend more than £75m in the next five years to develop and put into production a new Sherpa range because a replacement for the current one is urgently needed. Daimler-Benz had a vested interest in Freight Rover's future because in 1986 it arranged to sell versions of the Sherpa—and the Leyland Roadrunner light truck—through its 550 continental dealers.

Freight Rover is a minnow in the European van industry with a two-shift capacity of 40,000—production last year was 19,000—compared with about 100,000 each for the sector leader, Ford's Transit and the



Source: Automotive Industry data

Franco-Italian Sevel Range.

The Daimler-Benz arrangement shows that Britain's commercial vehicle industry is still suffering from the repercussions of the UK government's hasty decision last year not to allow General Motors to take over Land Rover and Leyland Trucks.

If that deal had been completed, GM's intention was to acquire Freight Rover as part of the package and to merge it with the US group's Bedford van operations.

But the public outcry about the possible sale of Land Rover to an American company and pressure from Conservative back-benchers forced the Government to remove Land Rover from the deal. GM said: "No Land Rover, no deal" and walked away.

Subsequently the US group ended nearly all production of Bedford medium and heavy trucks at its Dunstable factory with the loss of about 750 jobs.

GM said at the time that the merger of Bedford and Freight Rover would result in a new medium van range and those European companies which have faced up to this kind of outlay look for an

annual output of 100,000 vehicles to ensure a reasonable return.

VW with the West-German built Transporter II (also soon to be replaced) and Ford with the Transit (built in the UK and Belgium) can be reasonably sure of reaching that sort of volume.

Fiat of Italy and the Peugeot Group in France set up a joint venture, Sevel, so that they could benefit from the economies of scale brought by working together. Sevel produces the Fiat Ducato, the Peugeot J7, the Citroen C25 and the Talbot Express vans, all to more or less the same design but using different engines and transmissions from each of the producers.

Renault of France decided to go it alone with the Trafic medium van but at the same time introduced the Master van range which shares some components.

GM says it has only one option left to make the Bedford van plant at Luton viable. It will hand over the Bedford business to a new joint company in which GM will own 60 per cent and Isuzu will have 40 per cent and "play an important role".

By sharing the costs with Isuzu, GM should be able to obtain the required 100,000 annual output for the successor to the CF once the Japanese group's sales in Japan and

through GM dealers in the Far East and Australia are added to the Bedford production for Europe.

GM has spent about £50m on the Bedford van facilities, mainly to introduce production of two small vans based on Japanese designs: the Midi, from an Isuzu design, and the Rascal, based on a Suzuki vehicle.

In Spain Daimler-Benz, the Mercedes group, is to introduce a new van range from a Mitsubishi design. The venture represents an investment of Pta 11bn and the range, called the MB 100 and the range, called the MB 100 MB 180, will be exported to most European markets for sale through both Mitsubishi and Mercedes dealers—but not the UK because no right-hand-drive version is planned.

Nissan is building vans in Spain on its own account. It has a majority shareholding in Motor Iberica which is building the Vanette and the four-wheel-drive Patrol.

Meanwhile, Ford's renewed vigour, courtesy of the new Transit, is clear to see. Last year's medium van market rose from 11.9 per cent to 12.8 per cent as sales increased by 10.4 per cent to 732,600.

This left Ford behind Volkswagen, which had a 14.7 per cent share, virtually unchanged from 14.8 per cent in 1985, and the Japanese, who took advantage of the gap left during the introduction of the new Transit to build their combined share to a record 24.3 per cent (up from 21.1 per cent).

In the first quarter of this year, with Transit output at full time, Ford's share shot up from 10.7 per cent in the same months of 1986 to 16.8 per cent.

While demand continued to be strong in the quarter, and total medium van sales rose from 179,500 to 200,000, the Japanese share fell by 2.3 percentage points to 21.7 per cent and VW's to 22.7 per cent to 12.9 per cent.

If this performance continues, Ford will meet its target of selling more than 100,000 Transits in 1987.

Kenneth Gooding

Pick-up trucks might catch on in Europe, says Kenneth Gooding

Questions about the potential

WHAT IS the potential for pick-up trucks in Western Europe? The question is particularly pertinent in view of two major developments: Volkswagen's deal to build a Toyota one-tonne pick-up in West Germany and Ford's return to this sector shortly with a similar pickup based on the Sierra car.

In the US, annual sales of pick-ups total nearly 2m because the majority are brought as passenger car substitutes. In Europe, however, the pick-up is used mainly as a working vehicle which gives it the wrong image for those looking for private transport.

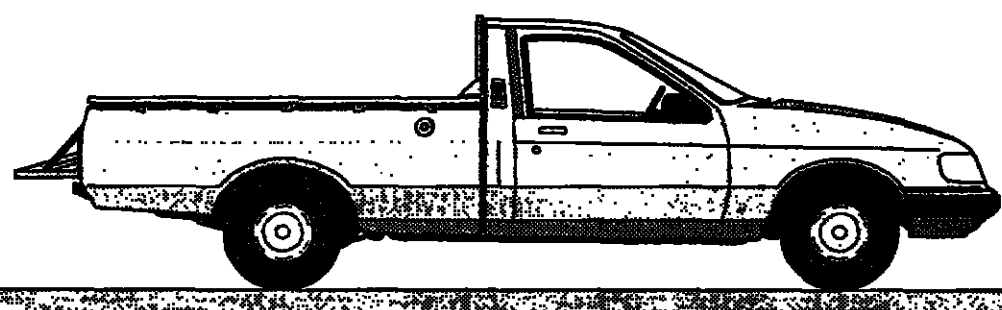
VW says it intends to produce up to 8,000 Toyota Hi-Lux one-tonne pick-ups at its Hanover factory in 1988. By 1990 production should increase to 15,000 a year.

This is in line with VW's experience with the smaller Caddy pick-up which it introduced to give its Yugoslavian associate a vehicle to produce after the new Golf car was introduced. Whereas the Yugoslavian company was able to produce some old Golf models, all new Golfs are built in Wolfsburg, West Germany. By building a pick-up using most of the old tooling, the Yugoslavs have been able to fill the gap.

Last year production of the Caddy rose by 14.8 per cent, from 12,795 in 1985 to 14,680. However, the VW-Toyota pick-up plans are over-optimistic, according to Dr Gerhard Liener, the Daimler-Benz board member responsible for the Mercedes group's commercial vehicle division.

European tastes would have to change too radically for the market to absorb so many pick-ups, he says. Daimler-Benz has an arrangement to build one-tonne vans based on Mitsubishi car components at its factory in Spain but feels under no pressure to ask the Japanese company for a licence to build a pick-up, Dr Liener says.

In contrast, Ford feels there is considerable potential demand



The Sierra as it might look as a van: jollymould style for delivery work

for the Sierra-based pick-up it will launch from its Portuguese factory later this year, particularly if the manufacturers can encourage Europeans to head even slightly in the direction of pick-ups as leisure vehicles.

Ford has been coy about the Sierra pick-up but we do know that the company has invested about \$30m over the past three years at the Ford Lusitana factory at Azambuja, 50 kms north of Lisbon, to prepare for production of the new vehicle. It is not clear, so far, whether the pick-up will be produced instead of or alongside the Transit van which is assembled at Azambuja at the rate of about 2,000 a year for sale in Spain.

Ford already has considerable experience of the sector because for some time it has been selling in Europe a pick-up, the P100, built in South Africa and derived from the old Cortina/Taurus car, to meet demand created initially by Japanese imports.

Distribution of the P100 was confined to the UK and Ireland, however, because only right-hand drive P100s were available and neither was there a diesel-engined version—essential if the vehicle was to have much chance in most continental European countries.

It did not make economic sense to spend the money neces-

sary to re-engineer the P100 to make it suitable for left-hand drive markets.

Ford began importing the P100 to Britain in 1982 and the following year 7,500 were registered. But by 1986 demand had fallen to an annual 2,000, too low to warrant continuing. The company brought in enough vehicles to last another year, to see it through more or less, until the Sierra pick-up—which will be produced in both right and left-hand drive versions and have a diesel option—arrives.

The potential scale of production in Portugal does not suggest that Ford is particularly interested in building volume for the pick-ups by developing leisure versions.

But the company points out that many of the small Japanese four-wheel drive utility vehicles are used as alternatives to cars and that pick-ups, suitably doled up with special paint jobs, go-fast stripes and raised suspensions, could command a similar attraction.

There is one European country—France—where even small vans are widely used as private car substitutes. Price plays an important part because in France vans attract value added tax of only 18.6 per cent compared with 33 per cent for cars.

Huge demand for modern car-derived vans such as the Renault Express, based on the

R5, and the Citroen C15, help keep France at the top of the European sales league for light vans, including micro-vans (purpose-built vans under 1 litre) as well as car-derived vehicles.

Last year the introduction of the C15 boosted sales of small vans in France to 222,700 of which Renault accounted for 51.2 per cent and the Peugeot-Citroen group 37.7 per cent—which did not leave much room for imports.

No other European market offers such big sales potential to domestic producers—the closest is the UK where 105,400 light vans were sold in 1986. West Germany, Europe's largest new car market, took only 27,300 small vans, something which obviously affected Daimler-Benz's Dr Liener when he questioned VW's need for a pick-up.

The massive imbalance in demand for small vans enables the French to take clear European sales leadership, accounting for well over half the 867,400 vans sold last year.

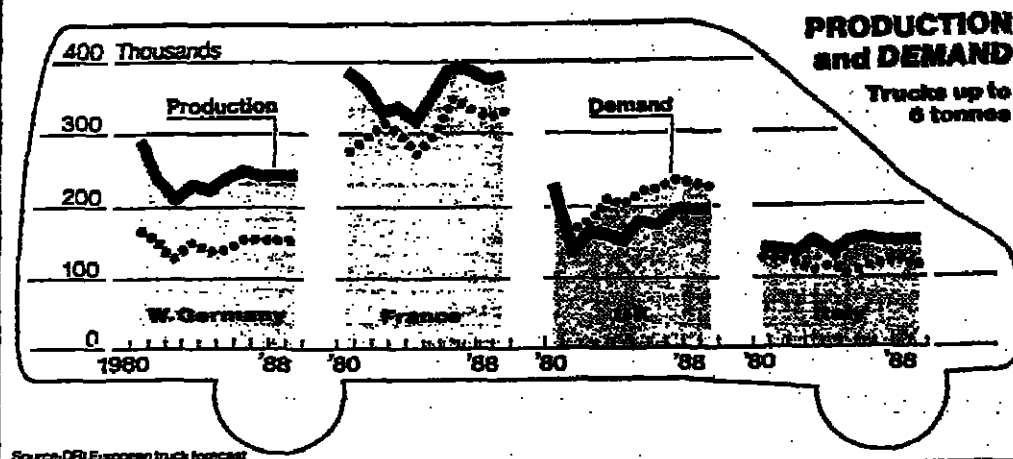
Renault lost the European lead briefly in 1985 to Peugeot-Citroen but the introduction of the Express enabled it to regain pole position last year with a 31.9 per cent share, up from only 23.3 per cent of the 498,000 small vans sold in 1985.

Peugeot-Citroen was some way behind in second place, taking a 22.5 per cent share (down from 24.7 per cent in 1985) followed by the Japanese with 11.5 per cent (13.3 per cent), Ford, 7.8 per cent (9.6 per cent) and General Motors, the Opel-Bedford group, with 7.4 per cent (6.6 per cent).

GM benefited from having a full year's production of a micro-van based on a Suzuki design but with enough European content to sell in those countries which restrict built-up Japanese vehicle imports.

Faced with constraints on volume by various restrictive agreements such as the one which limits their light commercial vehicle sales in the UK, the Japanese have been trading up and concentrating on higher value medium vans rather than the micros.

Kenneth Gooding



Source: CEE European truck forecast

Light trucks

Fast and furious pace of change

THE PACE of change in the commercial vehicle industry is fast and furious and in Europe has mainly affected Spain and the UK.

The changes are having considerable impact on the light truck sector. For example, in Spain the Government has failed to sell state-owned Enasa, the Pegaso truck and bus producer, and instead has tried another change of top management and provided further investment funds in the hope that Enasa can get back into profit and thus be more attractive to a potential buyer.

One aspect of Enasa's approach has not changed—it is still seeking joint ventures of the type it signed earlier this year with Volkswagen and MAN of West Germany.

Enasa is assembling the 6 to 10 tonnes trucks, called the 6-series, developed by VW and MAN for their own joint venture. The vehicles are being sold in Spain and some of Enasa's traditional export markets with Pegaso badges on them and incorporate some Spanish components.

The schedule called for more than 200 units a month more than Daimler-Benz, which Enasa's ultimate target is annual sales of 1,000.

MAN's own situation in Spain is not changed by the deal. The West German company will continue to sell its own G-series vehicles via the Codima import company. Last year 468 G-series

trucks were sold in Spain, up from 237 in 1985.

The VW-MAN joint venture failed to live up to expectations. It was set up six years ago to provide trucks to fill the gap between the top of the VW's commercial vehicle range and the bottom of MAN's.

The partners originally hoped for an output of 15,000 vehicles a year with 10,000 for export but production has never risen above 5,000. But when the first contract came to an end, VW and MAN renewed it with some important changes. All production is now at MAN's Salzgitter factory instead of being shared with VW's Hanover plant.

Mr Wilfried Lochte, chairman of MAN Commercial Vehicles, says the joint venture is now making a small profit and consolidation of production at one site will bring further financial improvement.

MAN itself narrowly escaped being taken over by General Motors, a deal that had some attractions for its parent, the GHH engineering group, which eventually settled for taking full control—it previously had only 75 per cent—of getting a tighter grip on MAN's management.

GM, the world's largest automotive group, after its failure to acquire MAN and that company's 20 per cent share of the West German heavy truck market, decided to quit the business. Last December it closed down medium and heavy truck production for Europe at its

Bedford plant in Britain.

GM's decision was almost certainly influenced by Ford, which began the UK restructuring process by selling off its medium and heavy truck operations (but not the Transit van business) to a new joint company in which its partner is Iveco, the Fiat-owned company.

This deal gave Iveco management control and the new company acquired the Langley, Buckinghamshire, factory where the Ford Cargo truck range is produced, for £30m.

The partners also had to finance setting-up costs in Iveco-Ford's first six months of trading—it started operations in June 1986—and between them recently provided another £25m cash injection to cover the £22m net losses for that period.

General Motors only 18 months ago was in the market to buy Leyland Trucks, Freight Rover and Land Rover from the state-owned Rover group, but the UK government backed off in the face of considerable public opposition to the deal. GM's next move was to quit the truck business in Europe.

Meanwhile, Rover's new chairman, Mr Graham Day, was left with the problem of finding another buyer for Leyland. This he did with remarkable speed in a deal which passed control of Leyland, one of Britain's famous automotive names, to Daimler-Benz.

Rover keeps an interest via a 40 per cent shareholding in the

enlarged Daimler-Benz organisation, which has its headquarters in the Netherlands.

Daimler-Benz was already cooperating in a light truck arrangement which involved the Dutch company selling special versions of the Leyland Roadrunner through its 550 dealers in continental Europe.

The venture got away to such a good start that at the beginning of 1987 Daimler-Benz ordered Roadrunners from 1,000 to 1,400 vehicles for this year.

The new Daimler-Benz company has been profitable from day one but some observers believe it is too optimistic for the partners to suggest it might be floated on the London and Amsterdam stock market in two or three years.

The Leyland-Daimler merger created a new competitive environment in the UK because between them the companies had 25 per cent share of the market for trucks over 3.5 tonnes gross weight—exactly the percentage Iveco-Ford hopes to win before long, having started life a year ago with 18 per cent.

Bedford's demise, leaving about 10 per cent of the UK truck market for grabs, should help both Leyland-Daimler and Iveco-Ford. But other companies, including Renault Trucks Industries, based at Dunstable, Bedfordshire, feel they can win some of the Bedford business.

There might also be some opportunities for Daimler-Benz, the Mercedes group, even though it concentrates mainly on selling "premium" vehicles.

D-B, now the leading truck importer in the UK, showed what was possible with its LN range of light trucks which captured a considerable slice of the 7.5 tonnes sector in Britain and in doing so cut back Leyland's expectations for the Roadrunner, a major contender at this weight.

D-B spent about ten years building up the strength of its dealer network in the UK where, as European truck market leader, it believed it should be doing better.

The latest contender in the UK light truck market is Volvo of Sweden. Volvo is to expand substantially its truck service and parts network in the UK following the launch last month of its own 7.5 tonner.

This took Volvo for the first time into the largest single segment of the UK heavy truck market, accounting for about 14,000 registrations a year, because these are the biggest vehicles which can be driven without a heavy goods vehicle licence.

It is also the first time that Volvo has made the whole of its truck range, including the lightest, on sale in the UK—adding another element to the changes sweeping through the market.

Kenneth Gooding

Diesels

Accelerating trend in the UK

W. Europe's van and light truck production 1986

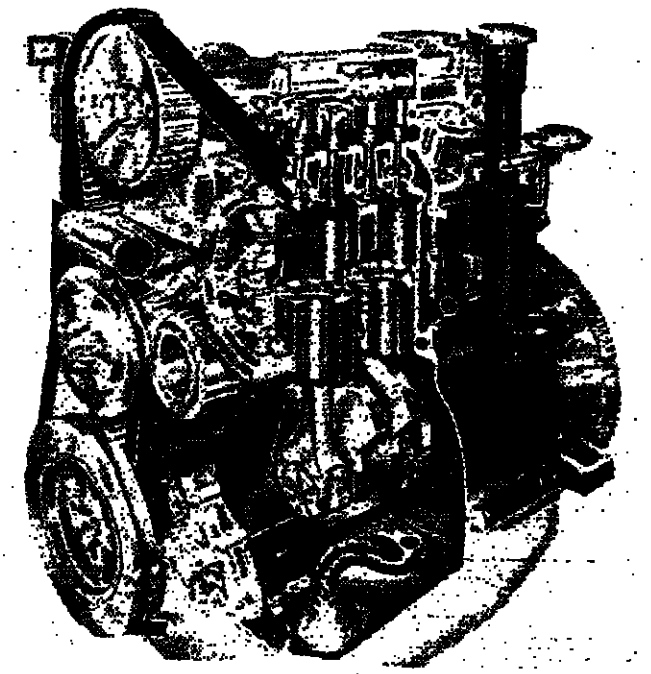
	Micro vans 1985	CV's petrol	CV's diesel	NCDV's petrol **	NCDV's diesel	Light trucks	Light trucks diesel
The UK							
Rover Group		17,524	695	11,375	6,965		2,835
Freight Rover							6,726
Leyland Trucks							5,534
Ford (inc. FI)		14,376	17,326	33,837	19,642	231	4
GM Bedford	8,953	9,466	7,975	5,519	5,401		912
Renault TI				38	1,510		
Total	8,953	41,366	25,996	50,769	33,508	236	11,007
West Germany							
Daimler-Benz		23,430	8,780	2,962	59,438		17,026
Ford		11,976	16,489				
GM Opel							684
Iveco		3,850	9,499	57,668	85,482		543
VW MAN		30,256	34,768	60,630	144,820		18,888
Italy							
Alfa Romeo							1,464
Fiat/Iveco	4,140	7,690	1,816	244	41,549		4,113
Sevel PSA				11,923	31,558		
Sevel Fiat				7,937	38,800		
Total	4,140	7,690	1,816	20,104	113,371		4,113
France							
PSA		33,259	32,127	12,718	24,258		1,268
Renault		101,329	67,508	7,492	32,389		
Total		134,588	99,635	20,210	56,647		1,268
Belgium							
Ford				17,471	37,264		
Total				17,471	37,264		

* Car-derived vans. ** Up to 7.5 tonnes.

Source: Planning Research



Renault Express: competitor in a very fierce market



The Prisma diesel, an Austin Rover-Perkins venture, is to be offered to other vehicle makers

John Griffiths

VANS AND LIGHT TRUCKS 3

Four-wheel drive

Trend moving to leisure vehicles

IF BUYERS OF light utility, all-wheel-drive vehicles were required to fill in a form to say how they intended to use their new purchases, the sector of the commercial vehicle market would be much easier to analyse.

In the US annual sales of such vehicles regularly reach 1m. There has also been a considerable boom in European registrations. Between 1979 and 1985 sales rose about 250 per cent to 160,000.

But a great deal of the impetus came from Europeans following the lead set by the Americans and using the four-wheel-drive vehicles for leisure purposes or as passenger car substitutes rather than as work-horses.

There is no shortage of evidence about the trend. For example, in 1985 Land Rover of the UK for the first time lost its European market leadership in the sector to Suzuki of Japan. However, the Suzuki vehicle which was responsible for this

success — the SJ (which sold about 32,000 that year compared with 24,600 Land Rovers) is by no stretch of the imagination in competition with the solid, sturdy Land Rover. The SJ is small and light and seems to have particular appeal to women drivers who want a form of transport that is noticeably different.

The Land Rover company itself is benefiting from this trend in Europe. Production this year of its luxury, four-wheel-drive Range Rover has overtaken that of the more utilitarian Land Rover.

By the end of this year, when the Land Rover company expects to make about 45,000 vehicles, up from 41,000 in 1986, it is likely that Range Rovers will account for a least half.

The change illustrates that Land Rover's decision to shift the emphasis from the supply of workhorse vehicles to the Middle East and Africa — where demand has dried up because of shortages of foreign currency —

to high-specification vehicles for the developed countries is beginning to pay off.

It is the Japanese who have cultivated and nurtured this sector in Europe, however, and who are also collecting most of the dividends.

Vehicles such as the Mitsubishi Fajero/Shogun with 1985 sales of more than 20,000, the Nissan Patrol (19,000) and Toyota Land Cruiser (11,000) have an off-road capability but are not typical utility vehicles.

The Japanese have pushed specifications and prices up-market to compensate for the restrictions on the volume of vehicles they can ship to the European Community under the terms of various protectionist agreements.

For example, the company importing the Isuzu Trooper to the UK charges between £10,000 and £14,500 for the range and has just announced a special version "in two-tone paint with a luxurious interior and a range of factory-fitted extras," which is certainly not aimed at the farmer with a few sheep or pigs to move across country.

About 70 per cent of the light, utility, all-wheel drive vehicle sold in Europe today are Japanese. That means the comparative boom in demand is benefiting only the Japanese and not the European whose

vehicles usually are sturdier and more expensive.

Which partly explains why Daimler-Benz's venture into the sector in co-operation with Steyr-Daimler-Puch of Austria has failed to live up to expectations.

The partners looked for annual sales of at least 10,000 vehicles when they first launched their G-Wagen in 1979 but production has never risen above 6,700. The G-Wagen has always been highly-priced and made no attempt to appeal to customers who would want to use it as a workhorse, even though it undeniably has the capability of taking as much tough usage as any of its competitors.

The Japanese have in the past frequently used light, all-wheel drive vehicles to open up markets which otherwise would be closed to them. Countries which could not justify the import of luxury goods such as cars, would accept working vehicles. This enabled the Japanese to gain footholds in difficult markets and set up small dealer and service networks ready for the long-term when it might be possible to send in cars as well.

Two Japanese companies have used this technique to test the water in Europe with small-scale production.

They were encouraged to do

so because, not only were sales developing nicely but most of the European car companies have stopped producing rival models and are therefore less likely to complain about unfair competition from lower-cost Japanese products.

Nissan, second-largest of the Japanese automotive groups, led the way by buying Motor Iberica in Spain and putting the Patrol into production there using many local components, including a Spanish-built Perkins engine.

Iberica also builds another light commercial vehicle, the Vanette van. Nissan has found operating the Barcelona plant much more difficult than it originally envisaged.

Estimates vary about how much the Japanese company has invested in Iberica — about Pta 40bn seems a fair guess — but there is still no sign of a profit. Nissan suggests that that might come in 1990, six years later than originally hoped for.

However, Nissan's experience did not daunt Suzuki which followed into Spain via an arrangement with Land Rover Santana. The original agreement between the two was little more than a contract for Santana to build a set number of Suzuki J-series in Spain. But in 1984 that deal was cemented by Suzuki paying a nominal Pta 150m for



Suzuki's versatile SJ model which has gained the company market leadership in the sector in Europe

Electric vehicles

Pioneer work picked up by GM in the US

ONE EFFECT of the past year's deepening crisis at Bedford, General Motors' commercial vehicles subsidiary in the UK, has been cancellation of production of Bedford's planned CF electric van.

More than 300 had been built on a batch basis and were undergoing trials around the world when Bedford, making heavy losses and short of funds, called a halt to the project in July last year.

This was just three months before the first electric CFs were due to start coming off the Luton assembly lines as part of normal production, at a planned initial rate of 500 a year.

The Bedford vehicle, using a drive system developed jointly by Chloride and Lucas, was widely considered to represent world leadership in EV technology. (A small fleet has been on trial even in Japan, whose commercial motor industry has been in difficulties with EV development).

Other UK vehicle makers, notably former Rover Group vans subsidiary Freight Rover — now part of Leyland DAF — have been producing electric vans using the Chloride-Lucas drive system, but on a very small scale.

So with the CF's demise the viable electric vehicle, proclaimed for decades by its proponents as being "just around the corner," appeared to have come unstuck at yet another, nasty bend.

The baton has been picked up, however, by GM itself in the US. Bedford's parent had previously acknowledged the pioneering progress of its UK subsidiary by adopting the electric CF as its EV "showcase" vehicle — albeit only after technology problems and falling oil prices defeated its own plans to produce a small electric car for the US market.

Now, Chevrolet's Griffin panel van, visually quite similar to the CF, is being adapted to accommodate the Chloride-Lucas drive system in order that the intensive electric van trials already begun among US public utilities with more than 30 CFs can continue.

Even if the CF had survived, it was almost inevitable that North America would become the main ground for determining whether there really is a commercially viable future for electric vehicles in the absence of a quantum leap in oil prices. Nowhere else is there a single, homogeneous market (in legislative terms) even remotely approaching the US market's size.

GM's own research into EV market potential has concluded that there are some 3.6m petrol or diesel vans and other light commercials in use in the US which could sensibly be switched to electric equivalents if there were no significant cost disadvantages — and cost disadvantages are closely linked with economies of scale.

The absence of exhaust emissions and noise pollution, potentially longer life and greater reliability were all seen as plus factors for the EV. The negatives were focused mainly on range, performance and the need for overnight recharging. Target vehicles are primarily those used on urban delivery routes of about 50 miles a day — and which return to base as a matter of course each night, when an electric version could be recharged.

The focus is also on commercial vehicles, like virtually every other vehicle maker worldwide, GM has concluded that it will take an oil shock or battery technology breakthrough of unprecedented proportions for an electric car to become viable because of its current range, performance and cost disadvantages.

The Griffin project is being

carried forward under a multi-agency agreement, to which the signatories were GM, the Electric Power Research Institute representing some 600 US utilities and government agencies, the US government-aided Electric Vehicle Development Corporation and Lucas Chloride EV Systems.

It provided for the recruitment of Cars and Concepts, a US designer and producer of specialty vehicles, to re-engineer the Griffin to accept the electric drive system in collaboration with Lucas Chloride EV systems. C and C would then define production plans and draw up a pricing structure.

The work is virtually completed, with details of the next phase of the project expected to be announced shortly. Since the work began, there has been a change to the structure of the grouping involving the withdrawal of Lucas Industries from the British joint company. This occurred in March and has led to Chloride taking over completely.

The break-up was perfectly amicable, however. Lucas' action was very much in line with its gradual disengagement from automotive activities in favour of more profitable areas such as aerospace. And the timing was appropriate in that the joint company had just arrived at the end of the £10m, five-year development programme for which it had been set up in 1981 (the UK government contributed £5m).

It was logical for Chloride to assume full responsibility for the programme because with the drive system itself basically developed, the main attention is about to turn to the batteries providing the power — more specifically to the advanced sodium sulphur battery which Chloride has developed with help from the UK's Electricity Council and Government, and which now appears set for commercial production at the start of the 1990s.

Indeed, the Griffin project was devised well after Chloride had established a foothold for sodium sulphur technology in the US via two contracts worth a total of \$16m — with EPRI and federal agencies for standby power storage facilities.

The sodium sulphur battery has the disadvantage of having to operate at 350 deg C but the advantage of being about the same size as a torch battery, and thus lending itself to very flexible packaging.

Its energy density is four or five times greater than state-of-the-art conventional lead acid types, holding out the prospect of 60 miles per hour vans with a 150-mile range if carrying a one-tonne payload.

Mr Jim Bradbury, general manager of the Chloride division directing the EV project, remains optimistic about the future of the "crucial" lead acid-battery vans — the form in which the Griffin units will first appear next year, although with a new controller system and improved battery pack.

It is Chloride's contention that the electric van is already cost-competitive with a petrol or diesel van on a "whole-life" basis, that is, when factors are considered such as the battery pack being treated as a fuel cost, longer life expectancy for the van through reduced vibration and simplified maintenance.

The question is, would a sodium sulphur-battery van tilt the balance firmly away from "conventional" vans for all but long-distance operators?

Some preliminary answers should become known fairly soon — for a CF "test-bed" fitted with a sodium sulphur battery pack is just starting its trials on UK roads.

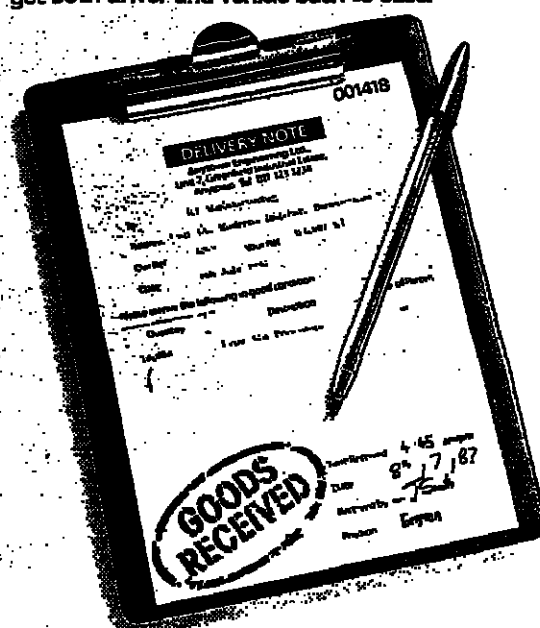


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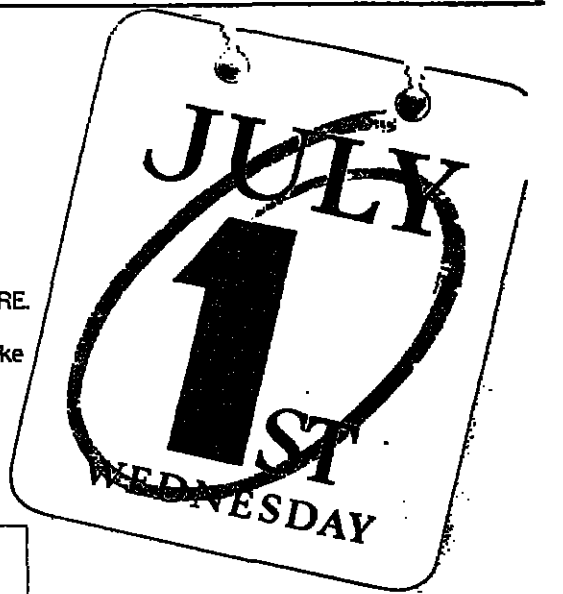


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John Griffiths

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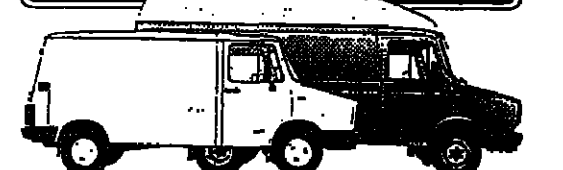
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VANS AND LIGHT TRUCKS 4

Problems at Bedford have stirred UK market, says John Griffiths

Passing through turbulence

THE UK light commercial vehicle industry is passing through one of the most turbulent periods in its history.

At the beginning of July, General Motors' Bedford subsidiary was threatening total closure of its panel van-making operations at Luton. This followed the rejection by the majority of its 1,800 workforce of a strike-free agreement involving radical changes in working practices. Further negotiations last week, however, brought a grudging acceptance of revised terms.

The agreement was a pre-condition for the sale of the plant to a new joint venture company in which Isuzu, GM's Japanese associate, would have a 40 per cent stake.

Isuzu, Japan's seventh-largest vehicle maker with an output of about 600,000 units a year, would then be expected to take responsibility for the design and development of future Bedford products. (This would exclude, however, Bedford's car-derived vans. These are produced separately on Vauxhall's car lines at Ellesmere Port.)

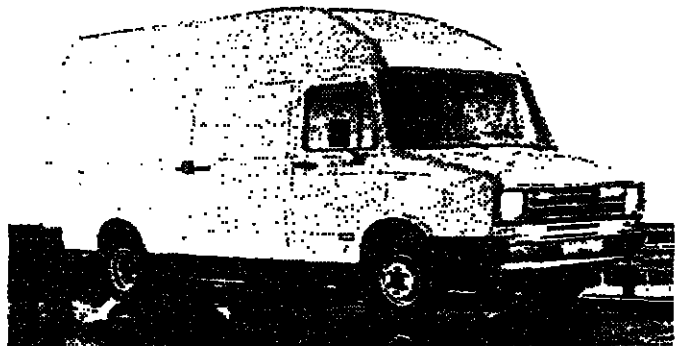
For Isuzu to fulfil this role, in reality, would do little more than expand upon what had already been happening. For with the demise at the end of last month of the 20-year-old Bedford CF medium van, production at Luton had become confined to Japanese-based designs. Bedford's Midis, tonne panel van is Isuzu-based, while its Rascal microvan is based on a Suzuki model.

Bedford had insisted to its work-force that even the production economies offered by these models had been unable to prevent Bedford's losses rising to £12m a week, and that the joint venture company and no-strike agreement was the only alternative to closure.

Acceptance by the unions allows to proceed a strategy under which Bedford's output from Luton would double from the 1986 level, to 40,000, by about 1990.

Yet even this production level, if achieved, would leave an Isuzu/Bedford company as a second-rank producer inside a European industry where economies of scale remain important, and where Ford produces 100,000 a year of just one range—the Transit—and Volkswagen about the same number.

There remains no shortage of rivals eager to fill the considerable vacuum that would have been created by Bedford car-



Freight Rover Sherpa Hi-Van: marketed by DAF in Europe

rying out a closure threat. Bedford sold 11,635 Midis and CFs last year. And although this was down from the 13,510 of the previous year, still represented 9.8 per cent of the UK market for panel vans of between 1,800 and 3,500 kilograms.

In the sector for smaller vans, nearly 80 per cent of Bedford's sales were accounted for last year by the car-based Astra and Astramax, vans which remain unaffected by Luton's problems. However, Bedford still sold nearly 5,000 Rascals in the seven months it was on sale following its launch last year, and a further 2,880 in the first five months of the current year.

The only direct competitors for the Rascal are other Japanese imports. However, both Freight Rover and Ford, the UK's only other van producers, would have expected to pick up the lion's share in the medium vans sector.

But it has been only a little less traumatic year for Freight Rover which, until February was the panel van-producing subsidiary of UK State-owned Rover Group.

Now it is within the control of the Dutch truck maker DAF, under the deal in which Leyland Vehicles was handed over to a purportedly joint venture company, Leyland DAF, but in which DAF has a 60 per cent stake and full management control.

For Freight Rover, nevertheless, the plusses appear to well outweigh the minuses. For whereas rationalisation of Leyland's and DAF's partially conflicting truck ranges is bound to produce casualties, DAF had been entirely absent from the vans sector until last year when it signed an agreement to distribute Freight Rover's Sherpa vans and the Roadrunner, Leyland's medium truck, through its 550-strong dealer network on

the Continent. All carry DAF badges.

Leyland DAF hopes to be selling at least 4,000 Sherpas and 2,000 Roadrunners a year outside the UK, by 1989, according to Mr Cor Baan, DAF's director of sales and marketing.

Not least, however, the deal provides for a Sherpa successor to be developed—a concern which had been looming increasingly large for Freight Rover, since the Sherpa's origins stretch back nearly as far as Bedford's CF.

While Ford's Transit van operations remain one of Europe's success stories, it has not been immune from sweeping change in the light trucks sector. Its Cargo model, which dominates the important 7.5 tonnes sector in the UK, is now produced by Iveco Ford, the joint company formed with Iveco of Italy last year but which essentially is under Iveco control.

Already, a number of improvements to the range have been announced, and Iveco Ford hopes to build further on the 40 per cent share of the 7.5 tonne sector it already holds.

The sector is an extremely important one in the UK, accounting for about one quarter of all truck sales, because it is the biggest truck that can be driven without a heavy goods vehicle licence.

These changes have been taking place during a period in which the recovery of the UK light commercial market since its nadir in 1981 has lost some of its momentum.

Statistics from the Society of Motor Manufacturers and Traders show that sales of medium vans actually fell back slightly last year, to 121,615 from 122,805.

Upward momentum was retained in the light vans sector, however, which has been receiving a stimulus from diesel van sales. Last year they just

failed to break through the 100,000 level, at 99,280, representing a nearly 6 per cent increase on 1985.

In the first five months of this year, medium van sales edged upwards again, however, the 57,515 sales representing a 6.4 per cent increase on the year-ago period.

Ford continues to dominate the medium and van sectors in the same way that Iveco Ford's Cargo dominates the 7.5 tonne truck market. While Transit sales fell back slightly last year, owing to the changeover to the new model, its just under 40,000 sales contributed to a 34 per cent market share for Ford.

That left Freight Rover trailing far behind in second place, with 13.5 per cent. Bedford was an even more distant third, with 10.4 per cent.

Ford was also market leader in the light vans sector, with 28.4 per cent. But it was much more closely followed by Bedford, in second place, with 25.5 per cent. Despite the launch of the "world first" Prima direct-injection diesel engine, developed in collaboration with Perkins, in its Maestro van range, Austin Rover saw unit sales in the sector fall back slightly, and its share reduced to 20.1 per cent.

The first five months of this year have seen Ford strengthen its position in all three sectors, as the uncertainties around Bedford have increased, and Austin Rover has felt the twin impacts of publicity surrounding Rover Group's heavy losses and an anti-incentives policy by the group even if at the expense of market share.

Prospects for further growth in the light commercial sector look reasonably good in only one sector, according to analysts DRI Europe. It forecasts that medium van sales this year will end about 5 per cent higher than in 1986, although it expects the light vans sector to stabilise at about the 100,000 mark. That for trucks up to 7.5 tonnes will remain static at about 20,000 units, it predicts.

The share of the market taken by imports has fallen back so far this year after considerable gains were made in 1986. They accounted for 46.1 per cent of medium van sales last year, compared with 42.9 per cent in 1985.

By far the biggest increase was achieved by Nissan, which nearly doubled its sales to 8,185 from 4,385, partly as a result of the availability of quota-free supplies from its Motor Iberica plant in Spain.

THE middle class's love affair with rugged country lifestyles continues to push US utility and van sales to new records.

This year, as in the past four years, pick-up trucks, sports utilities and mini-vans will constitute the fastest-growing major sector of the US vehicle market. But in the future, it may be a sector where profits and success are not quite as easy to come by.

Despite the enormous potential of this market, as about half a million Americans a year transfer their allegiance for traditional passenger cars to vans and light trucks, US manufacturers today face two familiar difficulties: a general saturation of demand for motor vehicles and more intense Japanese competition.

Recent sales statistics illustrate the first problem. After racing ahead from 1980 to 1985 at a rate 13.5 per cent annually, sales of light-duty trucks and vans increased by only 4.8 per cent, last year to 4.6m. In the first five months of 1987, the rate of increase decelerated further, with total sales of 1.89m, a gain of only 1.3 per cent compared with the January to May period of 1986.

The key to the slowdown has been the general softening of the US auto market rather than

any specific weakening in truck and van demand itself.

In terms of market share, light trucks and vans have continued to out-perform all other types of vehicles. In the first five months of 1987, the ratio of light truck to car sales increased to 0.45 from 0.4 the year before.

But the unstable interest rates, declining consumer confidence and saturation of demand which have resulted in a 10 per cent fall in new car registrations so far this year, inevitably taking their toll in the van and light truck market as well.

For 1987 as a whole sales of all vehicles, including cars, vans and light and heavy trucks, are forecast by Mr Chuck Brady of Oppenheimer & Company, to decline by about 700,000 or 4 per cent.

If the current softening of the car market should turn into an outright recession, the van and truck business could be particularly hard hit. Market research shows that 67 per cent of vans and light trucks are bought primarily for personal use, rather than business. But only 11 per cent of families use them as their main vehicles.

Thus if economic hard times were to set in, van and truck sales could suffer disproportionately.

In pick-ups, the biggest com-

ponent of the light truck and van market, both GM and Chrysler have set their sights on the comfortable, high-performance passenger models which Ford and the Japanese importers had long regarded as their preserve.

With this year's introduction of the Chrysler Dakota, GMC Sierra and the Chevrolet CK, all the major US manufacturers now have versatile, modern passenger pick-up models with such features as anti-lock braking and independent front and rear suspensions, have not yet reversed the steady decline in the company's pick-up sales.

Meanwhile Toyota, the leading truck importer, with sales of 385,000 units last year, has suffered a 17 per cent setback, leaving substantial gains for Ford, Chrysler and American Motors.

In mini-vans, it is Chrysler which bears the brunt of new competition. With the path-breaking front-wheel drive Dodge Caravan and Plymouth Voyager, Chrysler virtually invented the idea of marketing mini-vans to the traditional customers for family station wagons. It still dominates this market, with 225,000 Voyagers and Caravans sales in 1986, against 150,000 for Ford's Aerostar and 148,000 for Chevrolet's Astro.

Chrysler's biggest problem last year lay in production constraints. This year it is trying to regain the initiative with more production capacity and a new expanded wheelbase model. Dealer figures for May, which show a 30 per cent jump in Chrysler van sales, suggest the strategy may be succeeding. But a powerful counter-attack from Ford and GM, both of whose current mini-vans are based on obsolescent rear-wheel drive technology despite their space-age styling, is only a matter of time.

Meanwhile, the Japanese are aiming at the same market from another direction with their compact seven-seater family station wagons like the Mitsubishi Vista and Nissan Stanza. In the compact utility market, it is American Motors' Jeep marquee, recently acquired by Chrysler, that dominates the field, but also seems to be most exposed.

Anatole Kalesky

THE US

Cloud behind record sales

Spain

Moving forward towards profit

BY CHANGING the name of its Spanish subsidiary from Motor Iberica to Nissan Motor Iberica in June, the Japanese company has succinctly ended speculation about its future commitment to the troubled commercial vehicle concern.

Ever since Nissan bought Massey Ferguson's 36 per cent share of the troubled Barcelona-based company in 1980, and raised it to more than 90 per cent as losses mounted, questions have been raised about how long Nissan would be prepared to put up with this situation. Seven years later and Nissan has put its name where its money is.

Mr Juan Echeverria, Nissan Motor Iberica's chairman, confidently told shareholders at the annual meeting in June that this year's cash flow would be positive to the tune of some Ptas 6.5bn, after a negative perform-

ance of Ptas 2bn in 1986. Losses last year were Ptas 8.5bn (\$65m), down 21 per cent.

Mr Echeverria said that were the economic year to be closed in June the company would register a net profit of Ptas 400m.

Nissan's domestic sales of its Trade and Vanette vans rose 66.3 per cent in the first quarter to 4,878 units, while sales by its competitors Enasa, the state-owned group, and Mercedes Benz Espana, the subsidiary of Daimler Benz, rose 9.3 per cent and 0.8 per cent respectively, according to the Spanish vehicle manufacturers association ANFAC.

Nissan's market share rose 11 percentage points to 68.4 per cent at the end of March. Exports were up 15 per cent at 1,825 units. In light trucks, Nissan's sales rose 74.1 per cent to

2,115 units or 81 per cent of the total and exports almost doubled to 126 units.

Nissan has extended the range of its Vanette vehicles with three variants: the Furgon, Combi 5 and Combi 8 as well as a fully-equipped coach model. In the medium range of trucks, Nissan has added parabolic suspension to its M-100 and M-125 models and has entered the 13-14 tonne market with its M-130 in its Ebro range.

Having failed to find a foreign buyer, the loss-making Enasa is now well launched on its path of going it alone. International Harvester withdrew in 1983 and government efforts to bring in General Motors of the US, Toyota of Japan or Renault of France came to nothing.

Enasa, manufacturer of the Pegaso line is concentrating on the heavier end of the truck

market in its bid to return to the black by 1989. The company launched a heavy truck range in May which represents an investment of about \$100m, with some \$80m shared with DAF trucks of the Netherlands for a new cab suitable for vehicles of upwards of 20 tonnes gross weight.

Enasa aims to launch the range in other continental European markets by the end of the year, including Britain, where Enasa acquired the heavy truck maker Seddon Atkinson in 1985 from International Harvester.

Like Nissan, Mercedes Benz, Espana is managing to reduce its losses which were cut to Ptas 4.6bn in 1986 from Ptas 4.1bn in 1985. Its Pta 11bn investment in modernising and expanding its plant at Vitoria is now completed and executives say they cannot keep up with demand.

William Chislett

DELCO Dynamics

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VANS AND LIGHT TRUCKS 5

Japan

Yen rise hits exports

AFTER HITTING a record 3.4m units in 1985, a sharp setback in exports has sent Japan's output of light vans tumbling. Production slipped by 10 per cent last year and first-quarter returns indicate a further 4 per cent slide this year.

With exports now struggling to reach one half of 1985 levels, manufacturers are relying heavily on growth in the home market—now also faltering—to maintain output.

The spiralling yen and a surge in overseas build programmes suggest that Japan's exports of light vans are unlikely again to hit the 1m mark while total output looks set to recede below 3m by next year.

Throughout last year a combination of new models and intensive marketing pushed demand for microvans in Japan to record levels. These tiny vehicles enjoy valuable tax and insurance concessions and they are proving particularly popular with a growing band of private drivers.

Several versions have been prepared with uprated engines, 4wd and a leisure vehicle layout to appeal to private buyers. At the heavier end of the market increased spending on public works and a construction boom triggered by lower interest rates has stimulated demand for trucks.

Of Japan's major suppliers only Nissan and Isuzu failed to lift their commercial vehicle sales on the domestic market last year. The greatest gains were recorded by suppliers of microvans such as Daihatsu and Honda.

Product changes brought additional sales for Daihatsu with 4wd, diesel and turbo-charged options being offered

along with a full model change for 550cc Hijet pickups and panel vans last year.

Honda's K-van (Today) has brought further gains in domestic sales but despite the launch of new pickups and a facelift for Urvan and Cabstar, Nissan is continuing to lose ground. Plunging exports pushed commercial vehicle output down by 25 per cent last year and the company has slipped back from number two to fourth position in Japan's production league.

For leading truck producer Toyota, output in 1986 fell back below the 1m mark as improved domestic sales failed to offset a reversal overseas. The company reported further setbacks over the first quarter of 1987 following a reduction in export orders from the US, Australia and China.

Toyota's Hiace, Liteace and Tercel models have stimulated domestic sales along with the Hilux 4wd. A full model change for the cab-over-engine and Townace range was announced last October and a Hiace 4wd model has joined the line-up.

Despite setbacks on the export market, Mitsubishi's output climbed by 3 per cent last year and progress both in Japan and overseas has brought additional gains in the first quarter of 1987. The company has recently been strengthening its product range with the introduction of Japan's first 4wd tractor unit in the 2 ton light truck class.

Previously, the use of tractor-trailer units was confined to long distance haulage work. The new Mitsubishi tractor, however, developed from the 4wd Canter light truck, is aimed at short-haul transport invol-

ving limited loads. First examples were tailored to the needs of poultry farmers, many operating in relatively mountainous areas in Japan.

Mazda lifted production for both home and overseas markets last year but there have been reversals on both fronts in 1987. For 1987 the company introduced two new versions of its Bongo (B-series) van with larger engines.

In contrast to the pattern of demand on Japan's domestic market, export growth since 1983 has been derived from the medium and heavy truck sectors. Surviving overseas customers for microvans are largely restricted to the UK and Australia with other export markets showing a clear preference for the car-derived alternative.

Last year the only overseas market in which Japan succeeded in increasing its commercial vehicle sales was North America. Exports to the region rose by 18 per cent to account for almost 60 per cent of Japan's shipments for the year.

Recently, however, complaints have been lodged with the US Commerce Department over alleged dumping of Japanese 1-ton payload trucks in the US. The basis for the allegations stems from Japan's failure to raise prices for the vehicles in line with the rise in the yen.

Total US sales of pickups in 1986 amounted to 1.6m units of which 750,000 units were

Japan's light van sector

	(000s)			% change 1986-85	% change 1986-87
	1985	1986	1987		
Up to 2 tons (loading capacity)					
Midsize vans (up to 500cc):					
Domestic sales	1,368	1,476	1,508	7.9	2
Exports	11	5	2	-54.6	-80
Production	1,389	1,501	1,508	8.1	0.5
Other light vans:					
Domestic sales	945	955	970	1.1	1.6
Exports	1,030	773	580	-25	-25
Production	1,995	1,550	1,550	-21.8	-0.6
Total light vans:					
Domestic sales	2,313	2,431	2,478	5.1	1.9
Exports	1,041	778	582	-25.3	-25.2
Production	3,384	3,051	3,058	-9.5	-0.1

Source: International Motor Business

imported from Japan.

Exports of Japanese pickups to the US market are exempted from the formal limits on shipments of passenger cars but they are subject to a 25 per cent import duty.

Gains on the US market last year were more than offset by substantial setbacks in demand from the Middle East, China and Australia. Exports to Europe were 10 per cent down at just over 240,000 units and this pattern has broadly continued into 1987.

Only Mitsubishi is showing notable gains overseas with first quarter shipments up by 25 per cent. This can be traced to first exports of its new FE light duty truck to the US market. Toyota has been doing a good trade in pickups to Iran.

The major overseas base for assembly of Japanese commer-

cial vehicles, in kit form, remains South Korea. New ventures boosted exports of kits to Indonesia in 1986 but in China dwindling reserves have put the brakes on several projects. In total, exports of commercial vehicle sets climbed by 25 per cent last year to over 350,000 units.

With its links in South Korea and India and a foot in the giant Ford camp, Mazda remains Japan's leading exporter of commercial vehicle sets for overseas assembly.

This year mini-van production is being added at Mazda's Michigan plant in the US and discussions are under way with the Austrian specialist vehicle producer Steyr-Daimler-Puch which could result in a European assembly base.

Ian Robertson

France

Battle between rivals

THE MARKET for vans and light trucks has been one of the most competitive and buoyant sectors of French vehicle sales during the last few years.

The state-owned Renault group and its domestic rival the private Peugeot group, which embraces the Peugeot and Citroën marques, have been battling increasingly fiercely to increase their market share of this sector not only against each other but also against foreign importers such as Fiat which has been seeking to make inroads in this attractive part of the market.

The market for light vans has long been propped up in France by its significantly more favourable Value Added Tax rate. VAT for light vans and small commercial vehicles, including hybrids of regular passenger car models, is only 18.7 per cent in France compared to the whopping 33 per cent VAT for passenger cars.

Indeed, the high level of VAT on cars has been a regular bone of contention of the French car manufacturers who call repeatedly on the Government for a more favourable fiscal regime to encourage and stimulate domestic car sales and the country's car industry as a whole.

The light trucks and vans sector increased by 14.4 per cent last year with 347,975 new registrations. Renault had 42.6 per cent of the market with Peugeot, which has been

steadily challenging Renault's traditionally dominant position, gaining a 35.8 per cent share.

During the first five months of this year, the market has continued to increase by 2.4 per cent over the same period last year. At the end of May, registrations totalled 157,160 with Renault seeing its market share slip a little to 41.4 per cent and the Peugeot group advancing to 37.1 per cent.

Renault is currently still in the throes of a sweeping restructuring programme designed to bring the troubled state group back into the black. After record losses during the last few years, Renault is now expected to report a profit of up to Ffr 1bn this year, although the company is still burdened by a huge debt load totalling about Ffr 54bn.

The decline in the state group's market share of the vans and light truck market has been less pronounced than for passenger cars, with market share falling from 48.2 per cent six years ago to the current level of 41.4 per cent.

The range still includes the now elderly Renault van, the new Express van, utility car versions of the R5 mini, of the R11 medium saloon and of the new R21 saloon and station wagon, as well as the Traffic and Masters light truck range.

The Espace, the highly successful people carrier jointly manufactured by

Renault and the French nationalised Matra group, continues to command strong demand in France. Indeed, the Espace has turned out to be one of the biggest recent successes of the French car industry, even though the vehicle's novel concept provoked a number of initial doubts over its commercial performance.

While Renault has held on to the number one position in the van and light truck market in France, it has seen its domination of this sector eroded by the aggressive approach of the Peugeot group to this market in recent years.

Peugeot and Citroën have had major commercial successes with the utility version of the Peugeot 205 supermini and the Citroën C 15 van. The Citroën BX Enterprise utility version of the BX has also helped the Peugeot group to make inroads into Renault's long standing domination of this market in France.

Moreover, the last months have also confirmed the strong recovery of the private French car group. After heavy losses and being on the brink of financial disaster only a few years ago, Peugeot has bounced back into profit and recently reported a strong advance in consolidated net earnings to Ffr 3.6bn last year.

Paul Betts

Western Europe's small van market

	1983	1984	1985	1986	1987
Total sales (000's)	435.1	418.8	496.6	467.4	155.5
Market shares %					
Renault	33.3	30.1	23.3	31.9	32.5
Peugeot-Citroen-Talbot	17.2	16.2	24.7	22.5	23.7
Japanese	10.8	11.4	13.3	11.5	10.4
Ford	7.7	9.3	9.6	7.8	9.5
General Motors	4.9	6.5	6.6	7.4	7.4
VW-Sat	4.0	3.8	4.2	4.1	6.7
Fiat	10.1	11.1	9.1	7.2	5.9
Rover	6.1	4.7	4.5	3.7	3.0

Industry sources

Germany

Deals with the Japanese

"WE DO NOT see ourselves as a doer of power for the Japanese," said Mr Carl Hahn, the chairman of Volkswagen. He had been asked at the annual shareholders' meeting—mostly given over to the currency fraud suffered by the group—whether the recent small truck deal with Toyota was not harmful to the European industry.

The West German agreement with Toyota, under which it will build pickup trucks at its under-utilised Hanover plant, is the latest example of a growing trend to international partnerships in both the car and commercial vehicle sectors.

Daimler-Benz plans to build small trucks in Spain next year under a partnership venture with Mitsubishi, while Ford-Werke (part of Ford Motor of the US) is selling vans made for it by Mazda of Japan.

For VW, the agreement with the Japanese will complement its existing range by giving it a model between the Volkswagenian-built Caddy (a truck version of the Golf) at the lower end and its 2-tonne Transporter. It will also secure at least 300 jobs in Hanover, employing about 18,000 people.

The plant is now running at only 70 per cent of capacity. Mr Hahn said before the annual meeting: "You can live with it, but we would love to live a little more comfortably."

Once the joint operation is in full swing from 1990, VW will be producing 15,000 Toyota designed one-tonne Hi-Lux trucks a year at Hanover. At first, engines, gears, brakes and axles will come from Japan, but VW aims to keep local content high, perhaps later exceeding 70 per cent.

Though not the first deal between the German motor industry and Japan—VW also makes cars there in a venture with Nissan—it is first aimed at production of a Japanese product on German soil. So while the output will be tiny by the standards of VW and Toyota, it is of political as well as economic significance for Europe.

Increasingly, German companies are finding that it pays to link up with the Japanese for specific products. By teaming up with Toyota on the Hi-Lux, which VW will sell under its own name, the German company will be saving itself the considerable cost of developing a new vehicle of its own.

VW's efforts in small trucks come after a period of strong development in the sector.

Since the first half of the 1970s, new registrations in Germany of trucks under two tonnes have more than trebled. Last year, they rose by 18 per cent to 14,500 vehicles, with a gentler 5.4 per cent rise to 63,400 in the two to six-tonne range.

In the smaller size vehicles, Bayerische Hypotheken-und Wechsel-Bank (Hypo Bank) says in a recent study: "A market segment has been established for which demand is likely to develop relatively well in the next few years." The range of vehicles, mainly delivery vans developed from cars like VW's Golf or the Ford Escort, has been widened considerably.

With more German and Japanese vehicles available, Italian and French companies have lost ground. VW has the dominant share of the German market below two tonnes, with about 30 per cent in the whole market up to six tonnes. Its share is marginally above 40 per cent.

German makes, the bank adds, played only a minor role at the small end of the market until recently. They now account for nearly half of the new registrations.

Because the van market is linked to basic car design, production costs can be kept fairly low. Manufacturers can be expected to offer a greater variety of carrying space in future, with the appeal of such vehicles also spreading to non-commercial owners for leisure use.

For its output of the Toyota model, VW hopes to attract both types of buyer. It is investing nearly DM100m in re-equipping Hanover.

It is considering whether to put its Spanish-built vans in the one to two-tonne range on the German, French and Italian markets. These have front-wheel drive. Its co-operation with Mitsubishi on a small truck below one tonne is expected to result in a new vehicle being launched on the market in the second half of 1988.

In Germany, Daimler has concentrated light truck output at its Dusseldorf factory, with Bremen now producing cars. In the two to six-tonne range, the group has a share of about 19 per cent against 42 per cent for VW, 12.5 per cent for Ford, nearly 10 per cent for Italy's Fiat, and just under 14 per cent for the Japanese.

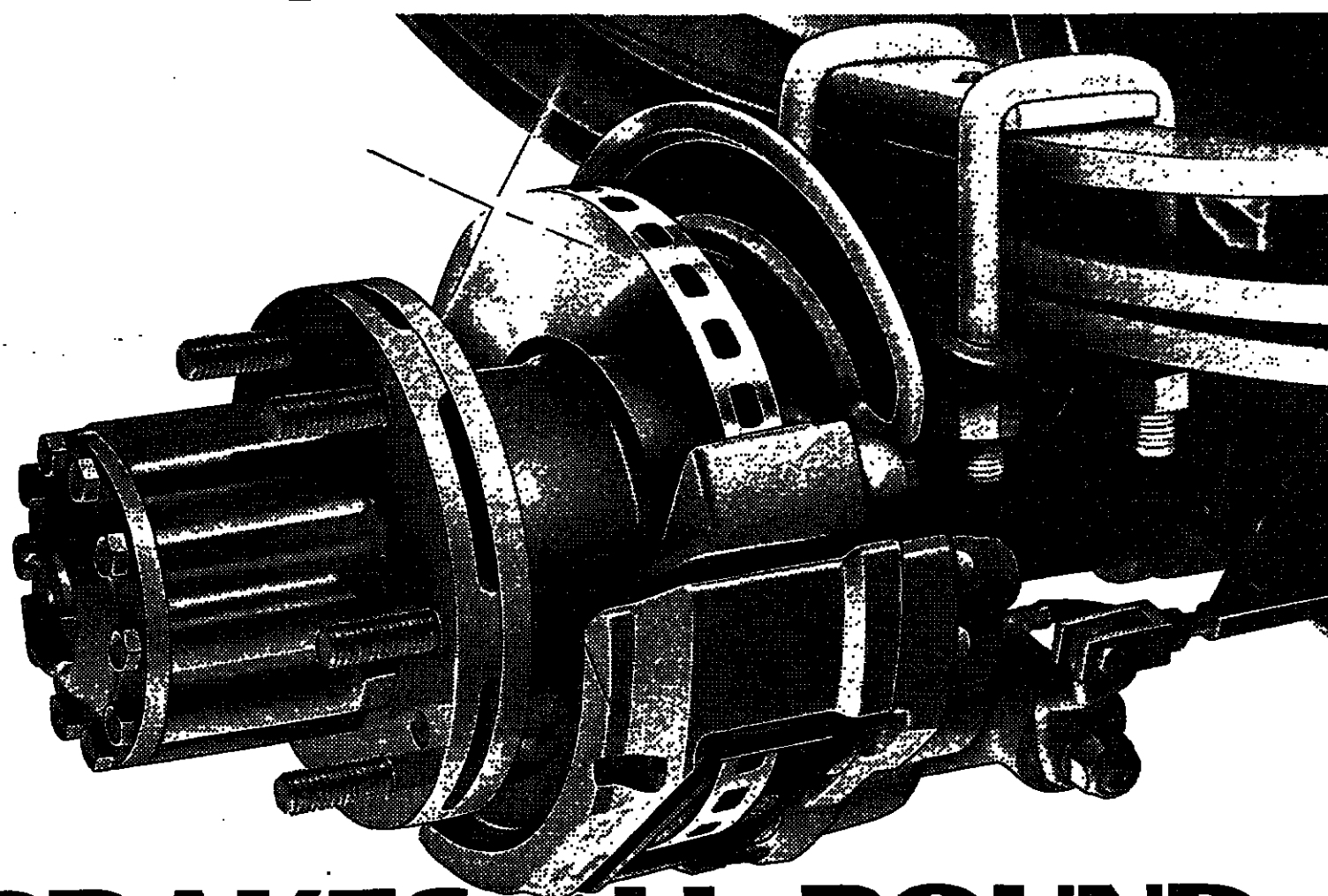
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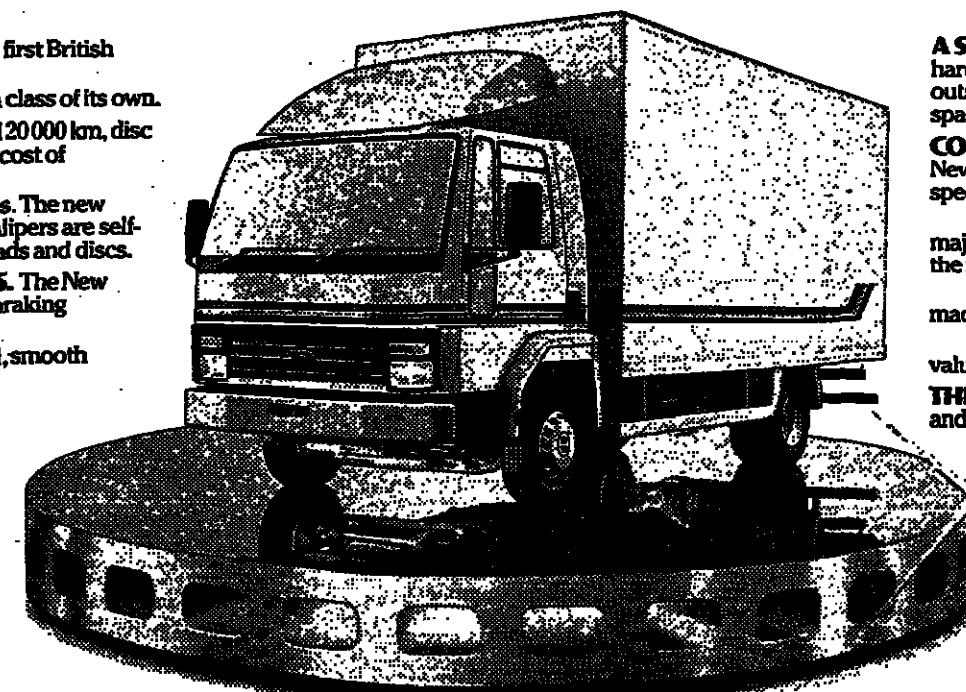
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